2009/2010 Annual Report

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Letter of Transmittal

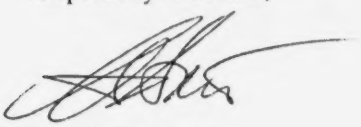
The Honourable Don McMorris
Minister of Health
Room 302, Legislative Building
2405 Legislative Drive,
Regina, Saskatchewan S4S 0B3

Dear Minister McMorris:

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to provide you and the people of Saskatchewan with our 2009-2010 annual report. This report contains the audited financial statements and outlines activities and accomplishment of the region for the year ending March 31, 2010.

To take us toward our vision of the future, the health region has developed four strategic priorities: client experience; contributing to healthy communities; healthy workplace and healthy business. Strength in all four areas, which align with the pillars of the provincial government's long-range strategy and are consistent with the intent of the provincial Patient First Review, will form the building blocks of our future success.

Respectfully submitted,



Lloyd Boutilier
Chairperson
Regina Qu'Appelle Regional Health Authority

Who We Are

The Strategic Framework

At the Regina Qu'Appelle Health Region (RQHR), we are dedicated to turning our Vision of *"healthy people, families and communities"* into a reality for our clients, our staff and our community.

Our Strategic Plan drives our priorities and actions for the next four years and builds on the strong foundation we have already laid to become the health care provider we have envisioned in our Vision and our Mission.

To achieve our goals, we will focus even more closely on improving the health care experiences of all those who use our services; we will work harder to build a quality workplace where staff live the RQHR values and feel optimistic about the future; and we will build a health care system where accountability, stewardship and sustainability become "the way we do things around here." Through the strength of our people, our partnerships and the promotion of shared accountability for individual and community well-being, we will achieve success.

To take us towards our vision of the future, the region has developed four strategic priorities that form the basis of our new Strategic Plan and four "aspiration statements" that describe what success looks like.

These four priority areas and aspiration statements (see page 6) are entirely consistent with and supportive of the strategic directions and goals, or Four Pillars of the Saskatchewan Ministry of Health, and together, form the building blocks of our future success.

Vision

Healthy people, families and communities.

Mission

RQHR is a provincial and community provider of a full range of safe, quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

Values

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity, as well as similarity, will guide all relationships, decisions and actions.

Who We Are

Collaboration: Relationships built upon a shared vision, open communication, involvement and genuine recognition of people's and partners' contributions.

Knowledge: Continuous improvement and effective decision making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

People Philosophy

People are our passion. By putting people first we are able to achieve our Mission and fulfill our Vision through a service environment built on mutual respect, collaboration and teamwork. RQHR is working towards practicing our People Philosophy consistently and striving to live our Values in our everyday work life.

Leadership Philosophy

Leadership is about choice…

Leadership is about people…

Leadership is choosing "people are our passion."

Leadership is a key foundation of a successful organization and is the core of our culture.

Everyone in our organization can be a leader. The substance of leadership comes from the leader's values, self-awareness, dedication to ongoing learning, courage, vision… and the ability to demonstrate with action rather than just words.

Leadership is about people… working together to envision, and achieve, a preferred future. It is the ability to inspire, nurture, and mentor others toward a common vision through shared values that are based on relationships and respect.

Leadership within the RQHR may be demonstrated in three ways … personal leadership, team leadership and formal leadership.

Who We Are

Living Our Values

To be truly meaningful, the RQHR's values must be reflected every day in the behaviours of those who work for and with the region.

RQHR's *Living Our Values* initiative incorporates the organization's values into the standard of conduct expected of our employees. RQHR has published a booklet – given to every employee – as a tool to help achieve our Vision by enhancing quality experiences for employees and all those who interact with our health care delivery system.

Client Service Commitment[1]

"We will provide safe, quality, respectful service in a welcoming environment."

We will achieve our commitment through…

A welcoming approach:

- Being considerate, respectful and courteous at all times.
- Listening to truly understand what is important.

Working together:

- Working in partnership to ensure service is coordinated, communicated and understood.
- Sharing timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options.

Quality service:

- Providing service in a timely, skilled and safe manner appropriate to client needs.

Continuous learning:

- Inviting clients to share their service experience in order to guide our learning and enhance our practice.

[1] Client may refer to clients, patients, residents and their immediate support systems (those important to them) or an internal client within the organization, such as another department.

Who We Are

Patient Safety Commitment

Patients First… Safety Always!

"We strive to deliver safe care to all patients, all the time. Our commitment guides us continuously to improve the safety of the care we provide."

We will achieve our safety commitment through the following successes…

Patients…

- Know they are safe, and trust our services.
- Are fully informed and understand their treatments.
- Fully participate in the care process and make decisions on health care options.
- Feel they are heard and respected.

Employees and physicians…

- Feel confident and supported to engage in conversations on patient safety.
- Freely express safety concerns.
- Champion safety practices across the region.
- Model safety in their conduct and strive for continuous improvement.

In our organization…

- A safe environment for patients and employees recognizes that communication and teamwork are essential to creating a safety culture across the organization.
- Patient safety is achieved through continuous improvement and a fair and trusting culture.
- Quality and safety are measured and results are transparent and public.
- A safety policy framework encourages open disclosure of adverse events.

Note: For more information on our successes see *Performance Results* beginning on page 33.

Who We Are

Operating Plan: Our Map to the Future

What is the Regional Operating Plan?

RQHR's Operating Plan is the map that leads us to our Vision, and our preferred future as a health care organization.

The Operating Plan lays out the steps the RQHR is taking to achieve our four Strategic Priorities.

There are 13 objectives that support the Strategic Priorities. The region has consciously selected these objectives to focus our efforts and resources. They are propelling the organization forward on our journey to becoming the health care provider we have envisioned in our Mission. To achieve each of the objectives, there are specific program initiatives that are being undertaken by various areas of the region.

As each year passes, the objectives may change as program initiatives are completed and goals are achieved. But what remains constant are our values and our commitment to service, safety and a quality workplace.

The four Strategic Priorities and the 13 objectives that support them in the Regional Operating Plan are:

Strategic Priority: Client Experience

Our priority is to always provide our clients with the best possible health care experience. We are committed to delivering exceptional care and service that is consistent with both best practice and client expectations.

Objectives

1. Putting the client first;
2. Improving client safety; and,
3. Reducing waits for services.

Strategic Priority: Contributing to Healthy Communities

Our priority is to facilitate improved health outcomes for our population through the provision of strong leadership and collaborative partnerships.

Objectives

1. Building partnerships to positively impact community wellness;
2. Leading health promotion and prevention initiatives;
3. Reducing disparities in health status;
4. Offering holistic service delivery, supporting traditional ways of healing, and, engaging the voice of the community.

Who We Are

Strategic Priority: Healthy Workplace

Our priority is to be a workplace where individuals work together respectfully, and take pride in contributing to the positive client experience and achieving the organization's goals.

Objectives

1. Establishing workplace readiness so people succeed;
2. Building a healthy organization that supports safety for all and quality client care;
3. Aligning workplace diversity with our community; and,
4. Advancing knowledge, teaching and research.

Strategic Priority: Healthy Business

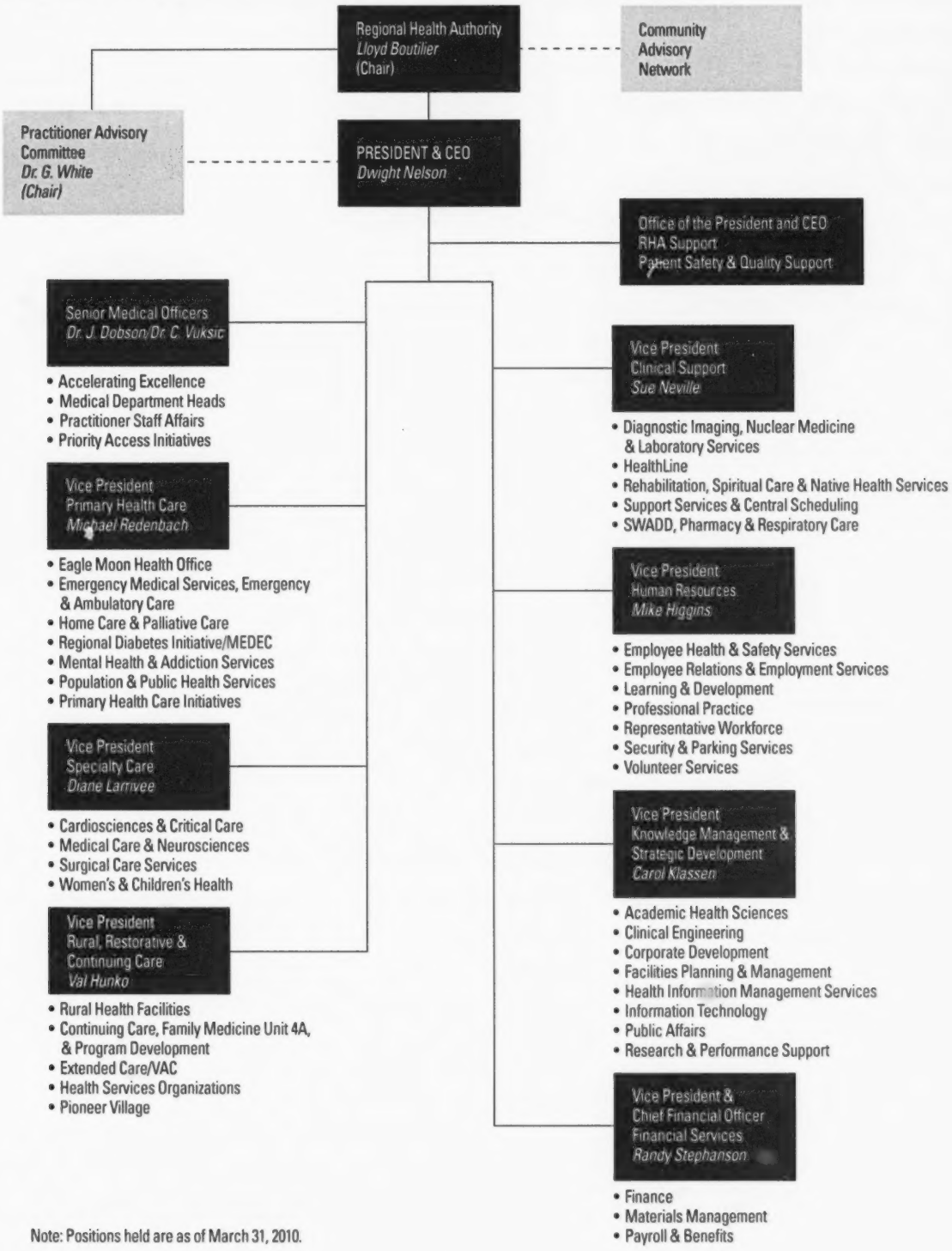
Our priority is to manage our shared health care resources in an accountable and transparent manner that ensures the future provision of appropriate services.

Objectives

1. Ensuring responsible resource management and stewardship; and,
2. Strengthening public accountability and transparency.

Who We Are

Regina Qu'Appelle Health Region Organizational Structure



Note: Positions held are as of March 31, 2010.

Who We Are

Governance

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority (RQRHA) as the governing body of the Regina Qu'Appelle Health Region (RQHR). In February 2009, Health Minister Don McMorris announced the appointment of board members for the province's 12 regional health authorities (RHAs). The following individuals were appointed to the RQRHA for a three-year term.

Lloyd Boutilier (Chairperson)
Jacqueline Carter (Vice Chairperson)
Brian Barber
Colleen Bryant
Lois Dixon
Marie Everett
Brad Hunter
* Karen LaRocque
Sean Quinlan
Gary Semenchuck
Peter Woidyla

* Karen LaRocque's appointment ended in October 2009.

For biographical and contact information regarding the members of the RQRHA, visit our website at **www.rqhealth.ca**.

Senior Management Team

Dwight Nelson
President & Chief Executive Officer

Dr. Joy Dobson
Senior Medical Officer, Practitioner Staff Affairs

Dr. Chris Vuksic
Senior Medical Officer, Practitioner Staff Affairs

Mike Higgins
Vice President, Human Resources

Carol Klassen
Vice President, Knowledge Management & Strategic Development

Diane Larrivee
Vice President, Specialty Care

Val Hunko
Vice President, Rural, Restorative & Continuing Care

Sue Neville
Vice President, Clinical Support

Michael Redenbach
Vice President, Primary Health Care

Randy Stephanson
Vice President & Chief Financial Officer, Financial Services

Practitioner Advisory Committee

Dr. R. Abdulla
Dr. W. Adams
Dr. T. Diener
Dr. J. Dobson
Dr. C. Giesinger
Dr. D. Kopriva
Dr. J. Kuzmicz
Dr. T. Ross
Dr. C. Vuksic
Dr. G. White
Diane Larrivee
Michael Redenbach
Val Hunko
Sue Neville
Cheryl Isted (non-voting)

Medical Staff Association

Dr. D. Kopriva (President)
Dr. T. Ross (Vice President)
Dr. R. Knaus (Secretary / Treasurer)
Dr. M. Cherry
Dr. E. Crouse
Dr. G. Garbe
Dr. J. Kuzmicz
Dr. D. Warden
Dr. G. Sridhar (Past-President)

Note: Positions held are as of March 31, 2010.

Who We Are

Governance and Transparency

The mandate of the Regina Qu'Appelle Health Region (RQHR) is to provide quality, accessible health services that meet the needs of our residents and people in southern Saskatchewan who rely on us for specialized services.

The RQHR is charged with two main areas of responsibility. The first is to assess the health care needs of the people we serve, prepare annual budget plans, deliver quality services and evaluate the services we provide. The second is to provide specialized health care for approximately half a million residents in southern Saskatchewan through the two designated provincial hospitals in Regina.

Regina Qu'Appelle Regional Health Authority

Pursuant to *The Regional Health Services Act*, the Regina Qu'Appelle Regional Health Authority (RQRHA) is ultimately accountable to the minister of health to achieve the provincial and regional goals and objectives for health services.

Within this mandate, the authority has set the overall direction for the organization and defined a strategic framework, which specifies the Vision, Mission and Values of the organization.

The authority assumes its role and responsibilities within the context of a governance policy framework of decision making and accountability and the powers of authority prescribed to it in *The Regional Health Services Act*.

The governance framework is driven by five fundamental components that facilitate board performance effectiveness. They include leadership, strategic direction, roles, processes and policies, and authority relationships and development. In fulfilling its responsibilities, the authority has established one standing committee called Committee of the Whole. The purpose of the Committee of the Whole is to provide an opportunity for all board members to be involved in presentations, discussions and decisions on strategic matters.

The committee functions in an advisory capacity to the RQRHA by recommending policy and advice on matters under its purview. The board may, from time to time, establish special or ad hoc committees that will assist the board in carrying out specific functions.

Subject to the powers and duties of the board, the committee will plan, review, monitor, and evaluate strategic issues related to the region's four strategic priorities, as follows:

- Client experience;
- Contributing to healthy communities;
- Healthy workplace; and
- Healthy business.

The Committee of the Whole will meet eight times a year and at the call of the committee chairperson in exceptional situations. In addition, the authority has established a single

Who We Are

Community Advisory Network to ensure that the authority receives input and advice from local citizens.

To support the authority in fulfilling its responsibilities, members participate in a variety of other activities including (but not limited to) volunteer appreciation events, employee and physician long service and retirement functions, Quality as a Business Strategy, the Provincial Governance Committee, SAHO board of directors, Practitioner Liaison Council, Minister's Forum and Moosomin & District Health Foundation.

Board members report to their colleagues at regular monthly board meetings regarding their participation in these activities / committees. Authority members must travel extensively to attend meetings that are held throughout the region.

The attendance of board members for regular meetings and committee and special meetings, from April 1, 2009 to March 31, 2010, is as follows:

Members	Regular Meeting Attendance	Committee & Special Meetings Attendance
Barber, Brian	67%	90%
Boutilier, Lloyd (chairperson)	100%	90%
Bryant, Colleen	89%	90%
Carter, Jacqueline (vice chairperson)	100%	90%
Dixon, Lois	89%	100%
Elford, Loretta	89%	90%
Everett, Marie	100%	100%
Hunter, Brad	67%	100%
Quinlan, Sean	100%	90%
Semenchuck, Gary	56%	80%
Woidyla, Peter	67%	70%

RQRHA Accountabilities

Governance:	Client Experience:	Contributing to Healthy Communities:	Healthy Workplace:	Healthy Business:
• CEO & Liaison & Evaluation • Board/ Development • Education • Board Policy • Development / Review • Strategic Accountability • Accreditation	• Quality Care • Patient Safety • Practitioner Affairs	• Community Advisory Network • Public Relations • Partnerships	• Human Resources	• Finance • Audit • Capital & Facilities

Who We Are

Establishing a trustworthy and accountable organization

The RQRHA believes that an integral part of its accountability to the public involves being transparent and trustworthy. The authority has taken several steps in this regard; for example:

- Authority business meetings are held in public, and are convened both in Regina and in rural areas of the region.
- The region's website includes notices of meetings, agendas and minutes, as well as contact information of all authority members.
- Authority meetings are advertised in the *Leader-Post* and community newspapers. Media advisories are sent to all regional media informing them of authority meetings.
- Information regarding activities of the authority is regularly distributed through the region's internal and external newsletters.
- An interface with communities and the public has been established through its Community Advisory Network that provides advice and input directly to the authority.

The payee lists are made public. The two lists show total payments made to employees through the payroll system and the total amounts paid to vendors through the accounts payable system.

Community Advisory Networks

In December 2001, the Government of Saskatchewan's *Action Plan for Saskatchewan Health Care* called for the formation of community advisory networks (CANs) in regional health authorities throughout the province. In August 2002, the passing of *The Regional Health Services Act* not only brought 12 health regions into existence, but it also gave them the formal mandate to establish CANs.

The goal was to ensure that health authorities would benefit from the advice and input of local citizens when setting priorities and direction for health services. The importance of maintaining effective links with community leaders was seen as a priority for CANs.

The RQRHA's CAN provides a forum for community leaders who work collaboratively at a strategic level to provide a credible voice to the community and to inform and influence the vision and strategic direction of RQHR.

During 2009-2010, the authority formally met with the CAN membership on two occasions. The meeting discussions focused on:

1. providing feedback to the authority on topics such as the *Patient First Review* recommendations; and,
2. planning for the future of the authority's CAN structure and membership.

Who We Are

The CAN will continue into the future and will serve as a major element of the community advisory process. The authority also uses an informal community consultation structure that takes advantage of existing intersectoral relationships already in place. Board and administration representatives have welcomed the opportunity to visit with municipal councils and other community leaders across the region to discuss health care concerns and issues. This approach will continue in the future as the authority enhances its open and transparent relationship with all its partners. All formal and informal means of consulting with the public are beneficial for the strategic direction of the authority. Plans for the future include focused consultations in communities throughout the region.

A Continuum of Care: A Diverse Range of Services

As a tertiary care centre, the Regina Qu'Appelle Health Region (RQHR) provides specialized health care services to people living in southern Saskatchewan and beyond. The RQHR is one of the most integrated health services delivery agencies in the country. We offer a full range of hospital, rehabilitation, community and public health, long term care and home care services. These integrated services are offered in the areas of community services, acute care and rehabilitation.

Community Services

Community-delivered services are a vital component of an integrated health care system.

Community services, in conjunction with acute care and rehabilitation services, provide a complete health care program for residents of the RQHR. These services include:

- Mental Health and Addictions Services
- Long Term Care Services
- Emergency Medical Services
- Native Health Services
- Population and Public Health Services
- HealthLine
- Home Care Services
- Palliative Care.

The RQHR has community health centres that provide outreach, health promotion and education services throughout the region. These centres include:

- Al Ritchie Health Action Centre (Regina)
- Cupar Health Centre
- Fort Qu'Appelle Community Health Services Centre
- Four Directions Community Health Centre (Regina)
- Grenfell Health Centre
- Long Lake Valley Integrated Facility (Imperial)
- Montmartre Health Centre
- Raymore Community Health and Social Centre (affiliate)
- Southey Health Action Centre
- Whitewood Community Health Centre.

A Continuum of Care: A Diverse Range of Services

Immunization Services	2007-2008	2008-2009	**2009-2010**
No. of doses – child health clinics	38,184	39,501	**43,221**
No. of school children immunized in school	9,394	13,833	**11,382**
Adult doses – clinical visits	1,963	1,123	**1,128**
Influenza coverage rates – people over 65 years	66%	64%	**64%**
Travel clinics	9,334	9,498	**7,806**

Note: H1N1 immunization numbers are not included in these statistics. See page 29 for H1N1 immunization statistics.

Home Care Services	2007-2008	2008-2009	**2009-2010**
Admissions	7,237	7,126	**6,986**
Nursing hours	80,393	69,415	**65,332**
Number of meals	36,213	32,808	**32,265**
Occupational therapy hours	6,399	6,324	**7,154**
Physical therapy hours	6,382	5,360	**4,121**
Support hours	1,890	1,489	**2,340**
Social work hours	3,849	3,908	**3,956**
*Volunteer services hours	9,849	9,385	**22,660**
Home services hours	161,837	157,935	**164,668**

*Note: Volunteer service hours for 2009-2010 include all areas of RQHR; 2007-2008 and 2008-2009 numbers include Regina and area.

Regina Emergency Medical Services	2007-2008	2008-2009	**2009-2010**
Rural responses	576	735	**756**
Out-of-region	129	141	**99**
Interfacility	3,385	3,372	**3,293**
Urban responses	13,010	12,991	**12,913**
No-transport calls	4,641	5,199	**5,597**
Total calls	21,741	22,438	**22,658**

Regina EMS was 89 per cent compliant in responding to emergency situations in under 8:59 minutes in 2009-2010. The national standard for major urban centres is a compliance rate of 90 per cent.

A Continuum of Care: A Diverse Range of Services

Long Term and Continuing Care

The RQHR is committed to timely and appropriate access to long term and continuing care services. Programs offered support this commitment and evolve to meet the population's growing and changing needs.

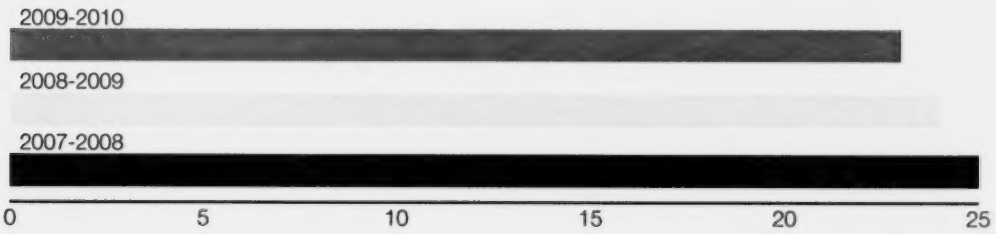
The region continues to focus on:

- Providing appropriate and timely access for clients who need long term care;
- Reducing the need for clients to rely on acute care for non-acute reasons;
- Increasing opportunities to live in the community; and,
- Reducing the need to rely on institutionalization.

The use of long term care beds will rise in the region as the population ages. While the number of long term care beds available throughout the region has decreased as community-based programs have been developed, the total number of admissions to long term care facilities has increased.

In 1995-1996, there were 390 admissions into long term care facilities in the Regina Health District.[2] In 2008-2009, there were 797 admissions in RQHR and, in 2009-2010, there were 899 in RQHR.

Demand for long term care services remains high throughout the region. The average number of patients (per day) occupying acute care beds while awaiting placement in long-term care is as follows:



In 2007-2008, the average wait time for placement in the first available long term care bed was 28 days. In 2009-2010, the wait time had been reduced to 27 days.

The region has numerous programs which provide an alternate level of care[3] and support the appropriate use of acute care beds. These are:

- Alternate Level of Care (Pasqua Hospital)

2 In 2002, the Regina Health District amalgamated with Pipestone Health District (PHD) and Touchwood Qu'Appelle Health District (TQHD) to form the Regina Qu'Appelle Health Region. Data from PHD and TQHD about admissions into long term care facilities prior to 2002, is not available.

3 When a patient no longer requires the intensity of care that can be provided in an acute hospital setting, his or her care needs may be assessed as requiring another level of care, and the patient will be designated as needing an "alternate level of care (ALC)." This allows the region to differentiate between the time the patient is in hospital recovering and requiring care, from the time where the patient is in hospital waiting for care.

A Continuum of Care: A Diverse Range of Services

- Adult Rehabilitation Beds [Wascana Rehabilitation Centre (WRC)]
- Orthopedic Convalescent Unit (WRC)
- Extended Care/Veterans Program (WRC)
- Step Down Unit [for ventilator dependant residents (WRC)]
- Quick Response Unit (Elmview Extendicare)
- Transition Unit (Parkside Extendicare)
- Convalescent Care Program (William Booth Special Care Home)
- Palliative Care Program/Grace Hospice (William Booth Special Care Home)
- Long Term Care Beds (in 28 facilities)
- Dementia Care Unit (Santa Maria Senior Citizens' Home)
- Dementia Care Unit (Pioneer Village)
- Hammond Unit (Pioneer Village)
- Supportive Living Unit (Pioneer Village)
- Acquired Brain Injury Unit (Pioneer Village).

The region and its partners provide programs that support clients in continuing to live in the community. These are:

- Respite Care (in five facilities)
- Adult Day Support Program (in four facilities)
- Supportive Residential Program (in Waterston House/Salvation Army Hostel).

In rural facilities, in addition to the long term care beds, there are 16 short stay beds that provide clients with:

- Respite Care
- Convalescent Care
- Palliative Care.

Long Term Care Facilities

Long term care in the RQHR is provided by region-owned and operated facilities and by affiliates contracting services to the region. These include:

- Balcarres Integrated Care Centre
- Broadview and District Centennial Lodge
- Cupar and District Nursing Home (affiliate)
- Echo Lodge (Fort Qu'Appelle)
- Extendicare (Elmview, Parkside and Sunset) (Regina) (affiliates)
- Golden Prairie Home (Indian Head)
- Grenfell and District Pioneer Home

A Continuum of Care: A Diverse Range of Services

- Lakeside Home (Wolseley)
- Long Lake Valley Integrated Facility (Imperial)
- Lumsden and District Heritage Home (affiliate)
- Montmartre Health Centre
- Qu'Appelle House (Regina) (affiliate)
- Regina Lutheran Home (affiliate)
- Regina Pioneer Village
- Santa Maria Senior Citizens Home (affiliate)
- Silver Heights Special Care Home (Raymore)
- Southeast Integrated Care Centre – Moosomin
- St. Joseph's Integrated Care Centre (Lestock)
- Wascana Rehabilitation Centre (Extended Care/Veterans Program)
- Whitewood Community Health Centre
- William Booth Special Care Home (Regina) (affiliate).

	2007-2008	2008-2009	2009-2010
Total Long Term Care Admissions	831	797	**899**
Convalescent Care:			
Number of admissions	288	344	**354**
Discharge destination:			
Home	164	206	**200**
Personal care home	22	32	**27**
LTC placement	23	12	**22**
Hospital	38	35	**51**
Transition unit	2	3	**3**
Senior housing	32	38	**41**
Other	7	16	**6**
Deceased	0	2	**4**
Quick Response Unit:			
Number of admissions	140	204	**274**
Discharge destination:			
Home	61	102	**146**
Personal care home	16	27	**25**
LTC placement	45	41	**53**
Convalescent bed	3	9	**16**
Respite	1	1	**0**
Hospital	11	20	**28**
Transition unit	2	1	**1**
Other	1	2	**1**
Deceased	0	1	**4**

A Continuum of Care: A Diverse Range of Services

Acute Care

Within the region are two provincial hospitals – the Regina General Hospital and Pasqua Hospital. These hospitals serve the residents of southern Saskatchewan by providing a wide range of acute care as well as specialized services.

Acute care services include:

- Ambulatory Care Services
- Cardiosciences
- Critical Care Services
- Diagnostic Imaging Services
- Emergency Care Services
- Family Medicine
- Gastroenterology and Hepatology
- Gynecology/Urology
- Internal Medicine
- Laboratory Services
- Mental Health
- Neonatal Intensive Care
- Neurosciences
- Obstetrics
- Oncology
- Palliative Care Services
- Pediatrics
- Pharmaceutical Services
- Renal Care
- Respiratory Care Services
- Sleep Disorders Program
- Surgical Care Services
- SWADD (System Wide Admission/Discharge Department)
- Therapy Services
  - Occupational Therapy
  - Physical Therapy
  - Speech Therapy.

The region also has six community hospitals that provide acute care:

- All Nations' Healing Hospital (Fort Qu'Appelle) (affiliate)
- Balcarres Integrated Care Centre
- Broadview Union Hospital
- Indian Head Hospital
- Southeast Integrated Care Centre (Moosomin)
- Wolseley Memorial Union Hospital.

Hospital Care Utilization

	2007-2008	2008-2009	**2009-2010**
Admissions	30,314	30,978	**34,003**
Average daily census	569.0	596	**624.7**
Average length of stay (days)	6.50	6.6	**6.4**
Births/newborn admissions	3,313	3,604	**3,677**
Emergency visits	92,739	98,459	**100,134**
Radiology procedures	105,564	110,294	**113,332**
Ultrasound procedures	22,412	27,599	**27,877**
Mammography procedures	6,366	6,599	**7,042**
Interventional procedures	8,364	9,496	**10,720**

A Continuum of Care: A Diverse Range of Services

Hospital Care Utilization			
	2007-2008	2008-2009	**2009-2010**
MRI procedures	7,541	10,619	**11,010**
CT procedures	67,609	77,409	**80,741**
Nuclear medicine procedures	8,026	8,501	**8,254**
Bone mineral densitometry procedures	5,768	5,050	**5,248**
Physical therapy visits	101,930	113,412	**111,923**
Occupational therapy visits	24,590	27,798	**38,674**
Outpatient registrations	282,527	291,085	**300,738**

Acute Care Surgery			
	2007-2008	2008-2009	**2009-2010**
Total no. of patients on surgical wait list	8,708	8,692	**8,818**
Pre-admission clinic visits	6,164	6,612	**6,815**
Inpatient surgery – operating room[4]	9,224	9,833	**10,279**
Outpatient surgery – operating room[4]	11,528	11,888	**11,473**
Outpatient surgery – hospital clinic	19,082	19,516	**19,667**
Total surgeries	39,834	41,237	**41, 419**

Laboratory Services			
	2007-2008	2008-2009	**2009-2010**
Orders placed	1,002,589	1,041,648	**1,086,514**
Tests performed	3,061,187	3,315,618	**3,557,962**

Rehabilitation Services

Rehabilitation services are offered throughout the region. These programs are designed to help children and adults who have been ill or in an accident regain the highest level of functional ability possible. These services, based in Wascana Rehabilitation Centre in Regina, include:

- Acquired Brain Injury Outreach
- Adult Rehabilitation Program
- Children's Program
- Functional Rehabilitation Program
- Prosthetics/Orthotics.

[4] The inpatient/outpatient identifier was unavailable for four surgical cases. As a result, those cases are excluded from the Inpatient surgery – operating room and Outpatient surgery – operating room volumes for 2009-2010.

A Continuum of Care: A Diverse Range of Services

Research

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness, and supports the development of the most effective means of delivering health care.

The RQHR is dedicated to supporting health research. In the past year, 60 new studies representing 23 areas of medical specialty were approved by the RQHR's Research Ethics Board. The areas of Psychology, Neurology and Nutrition and Food Services were most active.

Research Initiation by Clinical Specialty
2009-2010

Clinical Area	#	Clinical Area	#
Psychology	10	Health Human Resources	2
Neurology/Neurosciences	5	Emergency Medicine	2
Nutrition & Food Services	5	Cardiothoracic Surgery	1
Aboriginal Health	4	Gastroenterology	1
Cardiology/Cardiosciences	3	Home Care	1
Other /Misc/External	3	Infectious Diseases	1
Family Medicine	3	Obstetrics/Gynecology	1
Nursing Practice	3	OR Scheduling	1
Palliative Care	3	Oncology	1
Clinical Pharmacy Services	3	Otorhinolaryngology	1
Population and Public Health	3	Chronic Disease Prevention	1
Pediatrics	2	**TOTAL**	**60**

Since many studies require more than one year to complete, the region was actively involved in 159 studies during 2009-2010.

The RQHR works in partnership with numerous universities and other organizations, companies, and researchers to conduct these studies.

Research Partnerships 2009-2010	#	%
No partnership - RQHR initiated	24	40
Industry	3	5
Resident/Intern	14	23
University of Regina	10	17
University of Saskatchewan	4	7
Out-of-province university	3	5
Other	2	3

A Continuum of Care: A Diverse Range of Services

Teaching

Teaching plays a crucial role in the care patients receive at Regina Qu'Appelle Health Region (RQHR). Students studying medicine, nursing, pharmacy, nutrition and other health care provider areas receive on-the-job training from qualified staff. The distributed education model, for example, is enabling medical students to complete some of their years of study and residencies in Regina (for details, refer to pages 42-44). Students receive instruction that not only helps solidify their professional knowledge, but also provides them with the practical experience necessary to enhance their clinical skills.

Health Care Organizations

The RQHR contracts with a variety of organizations and the relationship between the region and these health providers is an important factor in the delivery of quality health care services. The following is a list of the organizations that received funding through the region in 2009-2010:

- 615672 Saskatchewan Ltd. (c/o Touchwood EMS)
- Autism Resource Centre Inc.
- Backlin's Ambulance Service Ltd.
- City of Regina
- Cosmopolitan Activity Centre
- Cupar Lions Volunteer Ambulance
- Extendicare (Canada) Inc.
- Hope's Home Inc.
- Imperial & District Ambulance
- JT Ambulance Service Ltd.
- Living Sky Ambulance
- Lumsden & Craven Seniors' Program Inc.
- Mental Health Association/Regina Branch Inc.
- Milestone Assisted Living Advisory Board
- Mobile Crisis Services Inc.
- Phoenix Residential Society Inc.
- Planned Parenthood Regina
- Prairie Ambulance Care (1998) Ltd.
- Rainbow Youth Centre Inc.
- Raymore Community Health and Social Centre
- Red Cross
- Regina Community Clinic
- Regina Palliative Care Inc.

A Continuum of Care: A Diverse Range of Services

- Regina Recovery Homes Inc.
- Salvation Army Waterston Centre
- Shared Vision Inc.
- Soo Line Ambulance
- Tisher Family Daycare
- University of Regina
- Valley Ambulance Care Ltd.

Size of Facilities

The RQHR has facilities located throughout the region. For a list of facilities and their size, see Appendix A (see pages 107-108).

Service Access Guide

RQHR publishes a Health Care Service Access Guide in the Regina and Regina District SaskTel phone books. This guide is the "green pages" section, which immediately follows the blue pages of government listings. The guide outlines the institutional and community programs and services provided by the region, as well as important contact information. The Health Care Service Access Guide, as well as other information about the region, can also be found on the RQHR website at **www.rqhealth.ca**.

Client Representative Service

The Regina Qu'Appelle Regional Health Authority encourages clients who have concerns to speak with those directly involved in their care, such as their doctor, nurse or other health care professional, or to the appropriate supervisor or manager for quick, beneficial solutions. However, sometimes that person is not able to provide all the answers. A client's next step should be to contact the region's client representative. This person will listen to the concern, ensure that the concern is reviewed with the involved regional parties and will provide the patient with a response.

Contact information for the client representative is 1-866-411-7272 (outside of Regina) and 766-3232 for Regina residents.

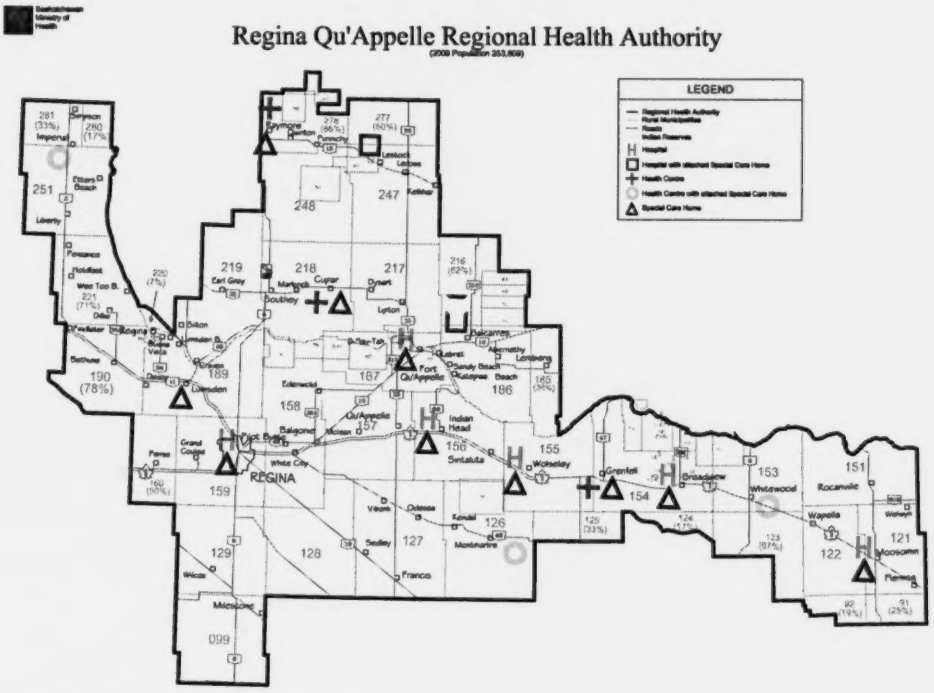
Concerns Registered with Client Representative

	2007-2008	2008-2009	**2009-2010**
Number of concerns	1,972	2,022	**2,267**
Ave. time to resolve all concerns (days)	10.2	11.4	**15.3**
Ave. time to resolve non-complex concerns (days)	4.6	4.9	**5.3**

Our Region

The Regina Qu'Appelle Health Region (RQHR) is the major health care referral centre for southern Saskatchewan and serves approximately half a million people. The region encompasses Regina, Saskatchewan's capital city, as well as many towns, hamlets, rural municipalities, and 17 First Nations communities.

The region provides health care services through two tertiary care hospitals in Regina and four other acute care facilities in Moosomin, Indian Head, Wolseley and Broadview, a rehabilitation centre, primary health care centers, independent physician offices and a number of community care sites. Acute care is also provided through the All Nations Healing Hospital, which is an affiliate of the region.



Source: HISC, Ministry of Health, Saskatchewan

Population

In 2009, RQHR had a total population of 253,809. Females, at 50.7 per cent (128,564 people), comprise a slightly larger proportion of the population than do men, at 49.3 per cent (125,245 people).

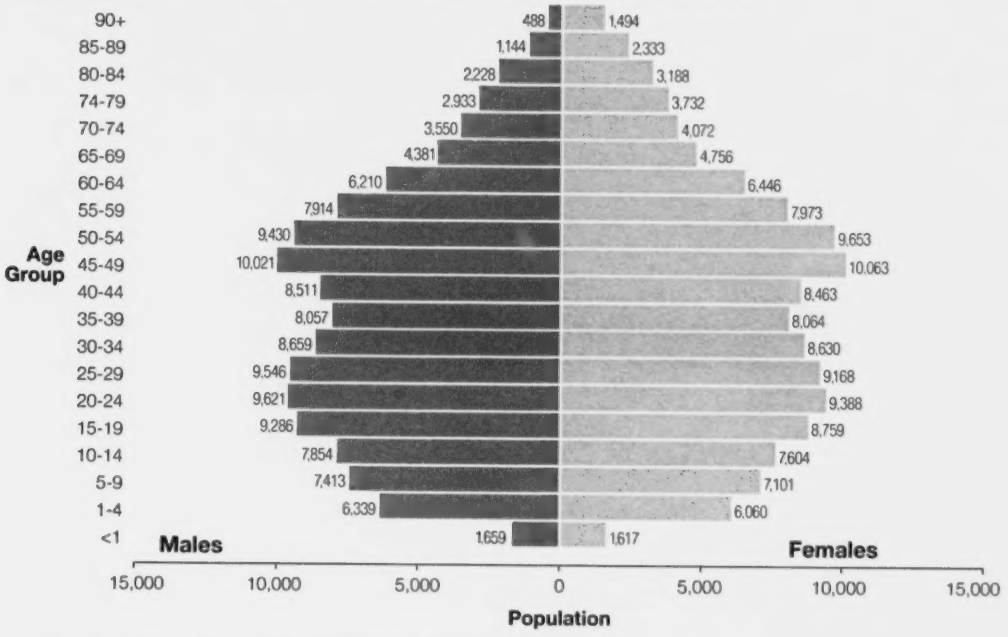
Among those 45 years of age and older, there are consistently more women than men. This is particularly evident among those groups 65 years of age and older where there are 32.9 per cent more females than males.

Our Region

The largest proportion of the population falls between ages 35 and 54.

The population pyramid (below) provides a graphic representation of the distribution of the population by age and sex. The pyramid is constructed by graphing the total number of people for each age group.

Figure 1: Regina Qu'Appelle Health Region Covered Population, 2009



Source: Ministry of Health, Saskatchewan Covered Population, 2009
URL: http://population.health.gov.sk.ca/ms_office/CovPopBook2009NoFormulas.xls

Income

In 2005, the most recent statistics available, the median household income in the region was $52,516 and the median income for individuals 15 years of age and older was $27,394. The 2006 census indicates that, in 2005, 13.3 per cent of the population in private households lived below the poverty level.

Our Region

Prevention

Immunization

The RQHR provides immunizations to children and certain high risk population groups. In 2009, the region provided 33,416 childhood vaccinations to children two years of age or younger, 22,032 influenza vaccine doses to people 65 years of age and older and 112,962 pandemic H1N1 vaccinations to the general public.

In an effort to eliminate the disparity in childhood immunization coverage rates among Regina neighbourhoods and rural communities, the region undertook a number of measures to prevent children missing immunizations or experiencing delays in receiving their immunizations, among them notices reminding families of future and missed appointments.

According to the 2008 Canadian Community Health Survey (CCHS), conducted by Statistics Canada, approximately 67 per cent of individuals 65 years of age or older had received an influenza immunization within the last year in RQHR. This rate was higher than the provincial average (64.4%) due to a higher influenza immunization rate among RQHR male seniors (63.2% regionally compared to 58.9% provincially). The CCHS rates do not include individuals living in long term care facilities. According to RQHR findings, the actual rate of immunization for adults 65 years of age and older, including those in long term care facilities, was 64.2 per cent.

Environmental Health

In 2009, the RQHR inspected over 1,600 public eating establishments, 350 food distribution facilities and 158 recreation/public facilities. The region trained over 550 food handlers and 40 swimming pool operators. An evaluation of the food handlers training program indicated an improvement in the knowledge of food handlers who have attended the training. The RQHR also monitored 85 public water systems.

Dental Health

Oral health is an important part of general health. Tooth decay is a major health problem for RQHR school children. Untreated childhood caries – also called baby bottle tooth decay – can lead to delayed growth, impaired speech development and ultimately affect a child's ability to learn and thrive. Much of this problem can be prevented through water fluoridation, dental sealants, routine dental care, and education.

According to the 2008-2009 Dental Health Survey, conducted by the region's dental health coordinators working in Population and Public Health Services, 32 per cent of RQHR Grade 1 students were in need of dental care, 5.3 per cent of whom needed urgent care due to pain or infection. The caries experience (deft/DMFT[5]) for Grade 1 students in RQHR increased to 3.37

[5] Index used to measure the prevalence of dental caries in an individual. Deft and DMFT numerically express the caries prevalence and are obtained by calculating the number of decayed, missing and filled teeth.

in 2008-2009 from 3.0 in 2003-2004. This means that, in 2008-2009, the average Grade 1 child had 3.37 teeth which were either decayed, missing, extracted or filled, up from an average of three teeth in 2003-2004. Students with no evidence of decay dropped to 41.1 per cent in 2008-2009 from 43.8 per cent in 2003-2004.

How Healthy Are We?

Female babies born in RQHR in 2001 can expect to live to 81.9 years – 5 ½ years longer than males' 76.4 years. Provincially, women live to an average age of 81.8 years and men, 76.2.

The infant mortality rate is slightly higher for RQHR infants (6.5 per 1,000 live births) compared to the provincial average (5.9 per 1,000 live births). Both regionally and provincially, the mortality rates are higher for male than for female infants.

Self-reported Health and Risk Behaviours

As part of the Canadian Community Health Survey (CCHS), respondents were asked to rate their health as "excellent," "very good," "good," "fair" or "poor." In 2008, 54 per cent of RQHR residents rated their health as "very good" or "excellent." About 14 per cent of residents rated their health as "fair" or "poor." Slightly fewer RQHR residents than provincial residents (54.1%) rated their health as "excellent" or "very good," and 13 per cent of provincial residents surveyed said that their health was "fair" or "poor."

Also according to CCHS, 29.0 per cent of RQHR residents were considered overweight and a further 29.6 per cent obese, based on body mass index values. RQHR men surveyed were more likely than women to be deemed overweight or obese. The RQHR rate for obesity was slightly higher than the provincial rate of 25.6 per cent.

Respondents to the CCHS were classified as "active," "moderately active" or "inactive" based on their physical activity in the three months prior to the survey. Less than half (46.8%) of RQHR residents reported being physically active or moderately active. Fewer women (43.5%) reported being active or moderately active than men (50.1%). Provincial results were similar.

In 2008, 25.5 per cent of RQHR residents surveyed indicated that they were current smokers and 80.4 per cent of smokers said they smoked daily. Approximately 18 per cent of women and 33 per cent of men indicated that they were current smokers. Provincially, the overall rate was 25.1 per cent.

According to the survey, about 12.5 per cent of RQHR residents (compared to 14.2 per cent of Saskatchewan residents) had been exposed to second-hand smoke in vehicles and/or a public

place in the past month. Six per cent of RQHR residents compared to 8.1 per cent of provincial respondents said they had encountered second-hand smoke in the home. Men reported higher levels of exposure to second-hand smoke than did women.

Access to Care

In 2008, 80.4 per cent of RQHR residents and 82.3 per cent of Saskatchewan residents reported having a regular medical doctor.

Emerging Infectious Diseases

In March 2009, an outbreak of novel H1N1 influenza A was detected in Mexico. The viral infection spread rapidly around the globe. RQHR began investigating potential cases in April, and providing guidance to schools and health care personnel on testing protocols and exclusion recommendations – the appropriate length of time that ill people should be excluded from schools or health care workplaces. The first laboratory confirmed case in the region was reported on May 7, 2009.

Sustained community spread of novel H1N1 influenza A – which became known as pandemic H1N1 (pH1N1) – occurred within a few weeks. On June 11, the World Health Organization raised its pandemic alert to the highest level, Phase 6.

Like other jurisdictions across Canada, the RQHR experienced two waves of pH1N1 infection in 2009.

The first wave started in May and continued to the end of September. During May and June, the RQHR investigated individual cases and traced their contacts. The number of cases began to rise in June. Sporadic cases – with no links to known cases or outbreaks – were increasingly identified. The number of confirmed cases of pH1N1 declined from the beginning of July, when routine testing of patients stopped. During August and September, pH1N1 influenza activity continued at a low level.

The second wave of pH1N1 infection began in October. Laboratory-confirmed cases climbed in conjunction with children returning to school.

In the last week of October 2009, RQHR launched our immunization program, vaccinating staff through the region's Employee Health Services and the public through Population and Public Health Service facilities and mass immunization clinics. In addition, vaccinations were provided at schools and other educational institutions within the region.

The vaccinations were provided according to Public Health Agency of Canada and the Saskatchewan Ministry of Health guidelines, with the most "at risk" populations receiving vaccinations first. The region used print and electronic media to communicate key public health messages throughout the pandemic.

Our Region

By the end of December 2009, nearly 112,962 vaccinations had been provided to 109,980 RQHR residents. The response required a tremendous commitment of resources and time on the part of RQHR, numerous community stakeholders and volunteers. The influenza activity declined considerably by the end of November 2009 and it is possible that the vaccination of a considerable number of the RQHR residents may have contributed to a decrease in pH1N1 influenza.

Between May 6 and December 31, 2009, there were 1,024 laboratory confirmed cases of pH1N1 in the region. Of these, 148 people were hospitalized, 17 (11.4%) of whom required intensive care and two of whom died. Both people who died had pre-existing medical conditions which put them at higher risk for complications from influenza.

Cases of pH1N1 occurred among males and females in about equal proportions, with 51.7 per cent of lab confirmed cases being female. Among cases reported with clinical illness, younger age groups were most affected. The age range was three months to 80 years, the mean age, or average age, was 21.2 years, and the median age was 16 years. The median refers to the number which has an equal number of cases below and above it. During the first wave, 21.5 per cent of cases were under the age of 10 years, 50.9 per cent under the age of 19 years and less than one per cent were 65 years of age and older. The highest number of laboratory confirmed cases in the 10 to 18 year age group was likely due to school-based disease transmission in the earlier stages of wave 1 of pH1N1 infection. During the second wave, people most affected were under 20 years of age (59.8%). Cases ranged from newborns to 79 years of age, with a mean age of 20 years and a median age of 14.

Health Disparities

One of the objectives of the region is to reduce health disparities across the population, including differences that occur as a result of people's socio-economic status (SES). As part of our commitment to decrease health disparities, the RQHR, as a member of the Urban Public Health Network, participated in a Canadian Institute of Health Information study[6], released November 2008. Disparities in the study were measured by the gradient, or distance, that separates one sub-population group from a reference group which, for the purpose of this study, was a high socio-economic status (SES) group.

The study, which looked at people in the Regina census metropolitan area (CMA), found significant variations for hospitalization rates[7] among low, average and high SES populations.

[6] Reducing Gaps in Health Report: A Focus on Socio-Economic Status in Urban Canada, November 2008. Available at http://secure.cihi.ca/cihiweb/dispPage.jsp?cw_page=PG_1690_E&cw_topic=1690&cw_rel=AR_2509_E

[7] Based on data from 2003-2004 to 2005-2006.

Our Region

Hospitalization rates, by socio-economic status (SES), for:

- Ambulatory care sensitive conditions (ACSC)[8] were:
  - 1,041 per 100,000 population among those with a low SES;
  - 518 per 100,000 for those with an average SES; and,
  - 274 per 100,000 among those with a high SES.

Across the three SES groups, hospitalization rates from ACSC were all significantly higher than among their corresponding pan-Canadian rates.

- Chronic obstructive pulmonary disease among adults (20 years of age or older) were:
  - 559 per 100,000 in the low SES group;
  - 307 per 100,000 among the average-SES group; and,
  - 120 per 100,000 for the high-SES group.
- Asthma rates among children were:
  - 728 per 100,000 among those with a low SES;
  - 518 per 100,000 for people with an average SES; and,
  - 380 per 100,000 for those with a high SES.
- Injuries were:
  - 1,174 per 100,000 among the low-SES group;
  - 714 per 100,000 for the average-SES group; and,
  - 540 hospitalizations per 100,000 in the high SES group.
- Land transport accidents[9] were:
  - 155 per 100,000 among the low SES group;
  - 95 per 100,000 for the average SES group; and,
  - 82 per 100,000 among the high SES group.
- Mental health rates were:
  - 1,094 per 100,000 for the low SES group;
  - 467 per 100,000 among the average SES group; and,
  - 245 per 100,000 among the high-SES group.

[8] Conditions where proper or appropriate ambulatory care (that is, medical care provided on an outpatient basis) can reduce or perhaps prevent the need for hospital admission. The conditions include grand mal status and other epileptic convulsions, chronic obstructive pulmonary disease, asthma, heart failure and pulmonary edema, hypertension, angina and diabetes.

[9] Land transport accidents is the official indicator title employed by the Canadian Institute of Health Information and includes injuries that happen to drivers, passengers of vehicles, pedestrians or persons injured in collisions when their modes of transportation are unknown. Injuries due to air, water or space transportation are not included (Canadian Institute for Health Information, "Health Indicators: Technical Notes").
For more information, go to www.cihi.ca/cihiweb/en/downloads/codingclass_Land_Transport.pdf

- Affective disorders were:
  - 348 per 100,000 for those with a low SES;
  - 150 per 100,000 for those with an average SES; and,
  - 100 per 100,000 among those with a high SES.

Lifestyle questions also showed gaps between the low, average and high SES groups.

Those who rated their health as "excellent" or "good" were:

- 50 per cent of people with a low SES;
- 63 per cent of the average SES; and,
- 75 per cent of those with a high SES.

Those who reported they were smokers were:

- 38 per cent of the low SES group;
- 21 per cent the average SES group; and,
- 17 per cent of the high SES group.

Those who reported being physically inactive were:

- 55 per cent of the low SES group;
- 43 per cent of the average SES group; and,
- 35 per cent of the high SES group.

Understanding the Early Years

In 2008-2009, Regina kindergarten teachers completed a questionnaire called the Early Development Instrument (EDI)[10] for 1,825 non-special needs kindergarten students. The results showed that children in Regina have lower levels of development across all five areas of school readiness compared to other Canadian children. Regina children scored the weakest in the areas of communication skills and general knowledge. The normative sample to which the Regina children were compared includes data collected across Canada between 2000 and 2004[11].

Approximately 34 per cent of Regina children were considered "at risk" of academic failure on one or more scores of the EDI (normative sample: 25.9%) and 19.8 per cent showed deficits in two or more areas of the EDI (normative sample: 12.9%).

There are large and consistent differences in early childhood development across Regina neighbourhoods. Although children most apt to have low developmental readiness scores come

[10] The EDI is a population-based, teacher completed, measure of children's readiness to learn in school and is administered at either the junior or senior kindergarten level. The EDI measures observable behaviors and competencies in groups of children across five areas or domains of early child development, specifically: physical health and well-being; social knowledge and competencies; emotional health and maturity; language and cognitive development; and communication skills and general knowledge. Four of these domains contain a number of sub-domains.

[11] Normative data for the Early Development Instrument , November 2004 Available at http://www.offordcentre.com/readiness/files/RESULTS_Normative_Data.pdf

from low-income neighbourhoods, the largest number of children with low scores is spread across average and high income neighbourhoods.

Approximately one in 13 children in Regina was classified as having multiple challenges (7.6% or 139 children) compared to approximately one in 20 children (4.3%) in the normative sample. This proportion does not include children who have been identified with having any special needs before entering kindergarten.

Performance Results

Regina Qu'Appelle Health Region (RQHR) has established a strong Strategic Plan with four priority areas:

- client experience;
- contributing to healthy communities;
- healthy workplace; and,
- healthy business.

RQHR's strategic priorities, which closely align with the Ministry of Health's Four Pillars for Planning, define the region's goals, drive our actions and enable us to provide accessible, quality health services while supporting our vision of *healthy people, families and communities.* In 2009-2010, the region focused on areas of performance which reflect our strategic priorities: engaging the customer, shared decision making, surgical volumes, patients in acute care beds waiting for long term care placement, Priority Access Initiatives, Releasing Time to Care, absenteeism, SUN/Government Partnership targets, recruitment and retention of physicians, status of new undergraduate and post-graduate physician training seats, and the status of capital improvement projects.

Client Experience

Engaging the Customer: Rating Service as Excellent

In keeping with the spirit of the provincial *Patient First Review,* and aligning with the strategic pillars of the Ministry of Health, RQHR identified the "client experience" as one of our four strategic priorities. A key goal of this priority is "putting the client first."

RQHR's plan includes new strategic objectives for improved client engagement and satisfaction.

For several years, RQHR has employed a variety of ways to engage with patients and clients. These methods have increased in number and become more sophisticated over time.

Findings are regularly integrated into the strategic and operational planning of the organization. The region monitors the percentage of patients that rated "best possible hospital" (on a scale from zero to 10, where 10 is highest possible score) as a reflection of their in-hospital care experience. The region has set a target of 35 per cent of survey respondents rating the region's hospitals as "10." In the past year, the RQHR achieved ratings close to 32 per cent for this indicator. Data for this indicator is obtained from a provincial patient experience survey that the region participates in with the Health Quality Council (HQC).

In addition to the HQC survey, the region uses a variety of formal and informal methods to hear the voice of the customer. Examples includes the client-centred care survey – Palliative Care Services, operating room scheduling's client experience survey, patient assessment of chronic

illness care, survey cards at discharge, face-to-face interviews in long term care, suggestion boxes and comment cards, telephone surveys, community engagement events, the client representative service, feedback from the Community Advisory Network, and the artist in residence located at Pasqua Hospital.

Engaging the Customer: Employee Orientation

The 2009-2010 Strategic and Operational Directions for the Health Sector, issued by the Ministry of Health, required regional health authorities (RHAs) and the Saskatchewan Cancer Agency (SCA) to develop, implement and publicly release a board-approved plan for engaging the customer. The plan was to include clear service delivery expectations and region-specific targets for improved customer engagement and satisfaction, with an overall goal of having all RHA employees receive orientation training about these service delivery expectations. For 2009-2010, the Health Ministry set a target of 100 per cent of RHA employees receiving this orientation on an ongoing basis.

RQHR realizes that customer engagement is best executed when all service providers actively seek, and act on, the views and ideas of our service users. To this end, 100 per cent of new RQHR employees are expected to participate in a comprehensive regional orientation. They are introduced to the importance of customer service through *You Are the RQHR* and the *You Make a Difference – Connecting in Health Care* sections of the orientation program. Both of these topic areas place emphasis on the importance of customer service as well as the responsibility of each employee in engaging with our clients to ensure a quality service experience.

Shared Decision Making

Ensuring that patients understand the options available to them for the treatment of their conditions not only brings peace of mind to patients but helps the region provide timely access to surgical services.

Some health conditions have one treatment option and there is no question about what medical care is required.

Other conditions can be treated in several ways. It is for these conditions that RQHR plans to provide tools to assist people in making treatment decisions.

These "shared decision making" tools are typically available in both written and video formats. With assistance and supportive funding from the Ministry of Health as part of the Saskatchewan Surgical Initiative, the region will be trialing these tools in our Surgical Assessment Center this year for patients considering options for the treatment of their hip and knee osteoarthritis.

Performance Results

Surgical Access

Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centered care. As part of our mission to meet the diverse needs of our communities, the RQHR continues to focus on providing surgical care to those patients waiting the longest while working to ensure the more urgent cases are performed within appropriate time frames.

To achieve these goals, the RQHR is targeting the following measures of success:

- Increased volumes of surgeries performed throughout the fiscal year;
- A reduction in the overall number of patients waiting for surgery;
- A reduction in the number of "urgent" patients waiting beyond three weeks; and,
- A reduction in the number of long-waiting patients.

Surgical Cases Waiting Over 6, 12 and 18 Months (on March 31, 2010)

	Number of cases	Percentage
6 months	4,190	47.8.%
12 months	1,856	21.2%
18 months	720	8.2%

Surgical Cases Performed

In 2009-2010, the RQHR performed a seven-year record of 21,756 surgeries in the operating room, surpassing our base of 20,000 (the number of surgeries funded by the Ministry of Health) by 1,756. We also exceeded our target of surgeries performed (21,280) by 476 cases.

These volumes were achieved by maintaining expanded operating room levels at Regina General Hospital and Pasqua Hospital.

While the overall number of patients waiting for surgery was reduced by 267 cases in 2009-2010, the RQHR experienced the following year-over-year changes:

- An increase of 410 in the number of patients waiting more than six months;
- An increase of 245 in the number of patients waiting more than 12 months; and,
- A decrease of 37 in the number of patients waiting over 18 months.

To improve access, RQHR has launched a range of inter-related initiatives. RQHR continues to develop consistent processes to track and report progress and effectiveness of these initiatives as they are implemented throughout the fiscal year.

Performance Results

Reducing prolonged stay in acute care beds

In September 2009, the regional health authority approved the Strategic Priorities and Summary of Measures for 2009-2010. This included a plan to achieve the Health Ministry's target of reducing by 65 per cent the number of patients classified as awaiting long-term care placement in an acute care bed. The board-approved plan was incorporated into the region's existing Priority Access Initiatives (PAI) strategy, a group of projects which were developed in 2008 to identify and eliminate barriers within RQHR that decrease access to inpatient beds.

Reducing prolonged stays in acute inpatient beds was one of the six PAI projects identified as key to improving patient access.

As part of this project, the RQHR undertook several initiatives to achieve a reduction in the number of long-term care patients in acute care beds. These include:

- Expanding Pasqua Hospital's Alternate Level of Care Unit to 26 beds from 20 in the spring of 2008;
- Converting an additional six beds at RQHR affiliate Extendicare Elmview (for a total of 12) to "quick response" beds in the summer of 2008; and,
- Enhancing System Wide Admission & Discharge Department (SWADD) and Social Work services to support "quick response"[12] discharge planning and to support the frail elderly inside and outside of emergency.

Until January 2010, the region successfully met the target of reducing by 65 per cent the number of long-term care patients waiting for placement in acute care beds. The region continues to strive to meet this target and is addressing barriers to achieving this goal.

Priority Access Initiatives

The region's Priority Access Initiatives aim to increase access to acute care inpatient beds. There are currently four areas where activities are underway: Actual Length of Stay is Greater than Expected Length of Stay; Patient Flow; the Frail Elderly Under Review; and Prolonged Complex Stays in Acute Inpatient Beds.

1. **Our Actual Length of Stay** (ALOS) for inpatients is currently greater than the Expected Length of Stay (ELOS), based on national data. The aim is to reduce the difference between ALOS and ELOS, thereby increasing available beds for patient care. The three projects within ALOS>ELOS, as the initiative is commonly known, are:

- The **Hospitalist** project. In June 2009, a pilot project at Pasqua Hospital employed hospitalists in caring for selected family practice patients. Hospitalists are physicians who specialize in caring for family medicine patients who have been admitted to the hospital. The project's success led to its expansion to the Regina General Hospital in March 2010.

[12] The Quick Response Unit is an alternative to emergency room care for individuals, 65 years of age and older experiencing non-emergency changes in their health or social situation. Emergency staff works with SWADD to identify immediate short-term care options and to provide comprehensive assessment services.

- **Targeted Day of Discharge** project. This project identifies a planned discharge date early in the patient's stay. This allows the entire care team, as well as the patient and his or her families to work toward a safe and timely discharge.
- The **Daily Rounds** project. This project seeks to provide each patient with daily face-to-face communication with his or her physician. Daily visits to patients will improve the care experience and timeliness of care.

2. The **Patient Flow** project adopts Lean methodology and value stream mapping, a process that eliminates waste and identifies the set of necessary services that adds value to patients. Six "kaizens" (small projects) will be implemented to improve patient flow in acute care.
3. The **Frail Elderly Under Review In the Emergency Room** initiative focused on people 75 years of age and older who needed extensive care in Emergency. A screening criteria has been developed and successfully trialed.
4. The **Prolonged Complex Stays in Acute Inpatient Beds** looks at barriers to the discharge of a diverse group of patients who have extended time in hospital.

The status of other projects designed to increase access to acute care inpatient beds is as follows:

- Antibiotic Resistant Organism (ARO) project – completed. The ARO initiative employed best practice to minimize outbreaks of super bugs and the impact that outbreaks have on bed closures.
- Recruitment and Retention of nursing staff – completed. This initiative aimed to minimize bed closures due to staffing shortages.
- Hip & Knee Surgical Pathway – completed with ongoing monitoring. This was part of a wider provincial strategy designed to reduce wait time and maximize the number of surgeries performed.
- Ambulatory Care Sensitive Conditions – no longer a part of the PAI umbrella as the scope was considered too large. The initiative was developed to effectively manage chronic diseases and prevent the need for admission to acute care.

As success in each area is achieved, review of further areas for attention occurs.

Healthy Workplace

Releasing Time to Care

The Regina Qu'Appelle Health Region (RQHR) continues to implement the Releasing Time to Care (RTC) program at acute care sites across the region. The program, set out by the Ministry of Health as a key priority for regional health authorities, aligns with RQHR's strategic priorities of improving the client experience, creating a healthy workplace and contributing to a healthy business.

Performance Results

Program training consists of a series of 11 modules, each with step-by-step guides to improving care processes, delivered over a 10-month period. RTC uses the principles of Lean methodology to identify and reduce waste, engage and empower front-line staff to make patient-centered improvements and increase the time front-line staff spends with patients, all of which drive the strategic priorities of the region.

RTC is being implemented on four medical/surgical units (127 beds) at the Pasqua Hospital; a fifth medical/surgical unit (35 beds) will begin module implementation in September 2010. All medical/surgical units (162 beds) at Pasqua Hospital are licensed to provide RTC.

At Regina General Hospital (RGH), the program is being implemented on two medical/surgical units (73 beds) and a third medical/surgical unit (38 beds) will begin module implementation in September 2010. Fifty per cent, or 111 of RGH's medical/surgical beds, are licensed to provide RTC.

RTC has also been licensed for use on four non-medical/surgical units: the Emergency Department at RGH (implementation to start in April 2010); Adolescent Psychiatric Unit at RGH (implementation to start in May 2010); the Adult Inpatient Psychiatry Unit at RGH (implementation to start in September 2010) and the Southeast Integrated Care Centre – Moosomin (implementation to start September 2010).

Through the RTC program, approximately 100 front-line staff members have received training in improvement methodology which allows them to identify problems and implement and sustain solutions.

Nursing units using this program are seeing positive results, including more direct care time, fewer staff injuries, less time spent searching for or gathering supplies, improved patient satisfaction scores, and improved infection control practices. With further implementation, the region anticipates continued improvements for patients and staff. The RQHR plans to implement RTC on all inpatient units by 2012.

Absenteeism: Investing in Safety

The RQHR continues to invest in employee safety as a means of fulfilling our Mission, Vision and Values.

In 2009-2010, the region targeted our safety efforts toward training more than 365 staff members in the Supervision and Safety Program. This program gives supervisors and charge nurses an understanding of the important role they have in our evolving culture of health and safety.

Performance Results

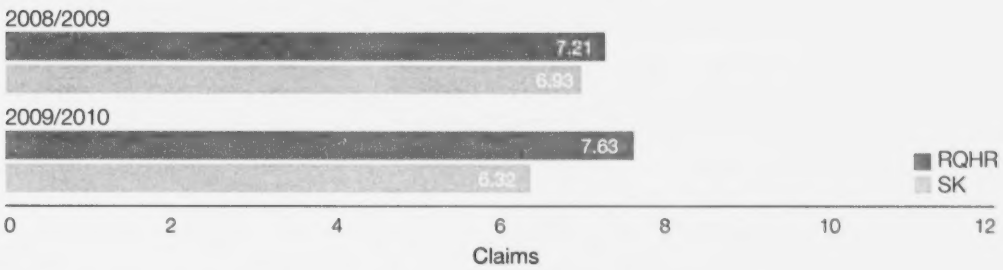
As the most frequent type of injury continues to be musculoskeletal strains, RQHR also trained approximately 185 managers and employees to become trainers and leaders in the Transfers Lifts and Repositioning program (TLR) and the Safe Moving and Repositioning Techniques program (SMART).

More than 63 per cent of all urban nursing units and 100 per cent of rural facilities have trained their employees and are using the TLR program. SMART has been trialed in our support services (Housekeeping and Nutrition and Food Services) areas with the objective of rolling out this program to all employees engaged in non-patient lifting and moving.

The Pathway to Zero initiative, sponsored by the Ministry of Health, continues to have a positive impact in creating a safer workplace for both employees and patients. Pathway to Zero, established in 2007, aims to reduce the number of workplace injuries experienced in the health care industry by 50 per cent by 2010. The initiative, agreed to by the health regions of Saskatchewan and the deputy minister of health, is designed to establish and sustain a culture of safety, with an ultimate goal of zero workplace injuries. The region continues to invest Pathways to Zero funds, provided by the Ministry of Health, in lifting and transferring equipment (electric beds, mechanical floor based lifts, ceiling track lifts) and lifting and transferring training.

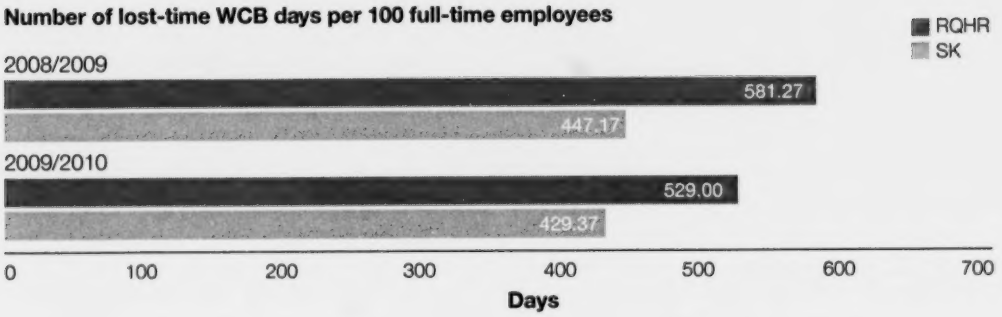
Many other safety initiatives, such as techniques for caring for bariatric patients (patients weighing over 159 kg), eliminating blood and body fluid exposures, strategies to deal with workplace violence (the Professional Assault Response Training program), plus focused efforts on slip and fall prevention are also contributing positively to a culture of safety within the RQHR.

Number of lost-time WCB claims per 100 full-time employees



The number of lost-time Workers' Compensation Board (WCB) claims per full time equivalent (data source: Ministry of Health and Saskatchewan WCB) compared to the provincial number. "Lost time" claims occur when a worker is injured at work and misses time at work beyond the initial day of injury. The measure is the number of lost time Workers' Compensation Board claims we would expect, per 100 full-time equivalent positions.

Performance Results



The number of lost-time Workers' Compensation Board (WCB) claims per full time equivalent (data source: Ministry of Health and Saskatchewan WCB) compared to the provincial number (includes RQHR affiliates). "Lost-time" days refers to the number of eight-hour work days an employee is not at work due to workplace injuries. It is measured per 100 full-time equivalent positions.

The RQHR lost-time claims per 100 full time equivalent (FTE) positions increased by six per cent, compared to 2008-2009. Overall, the number of claims for the region remains higher than the provincial rate. The RQHR has embarked on a strategic initiative to identify high injury rate areas and will be using a support team to work with the leaders of these high injury areas to identify all associated root causes through a standardized audit process. Each root cause will be addressed and remedial measures will be implemented to effect positive change. The number of lost days has decreased by nine per cent, reflecting positive work being done on return-to-work opportunities for injured employees.

Quality Work Environment

The RQHR's Employee Health and Employee Family Assistance/Critical Incident Stress programs continue to enhance the health, safety and quality of the work environment for employees. During this year's H1N1 pandemic, influenza vaccinations were offered to employees, physicians, contractors and medical students working in the health region, as part of the region's comprehensive immunization program, with significant support from the Ministry of Health. Vaccination has been shown to protect the safety of employees and their families as well as patients, clients and residents. In 2009-2010, 62.7 per cent of employees were vaccinated for H1N1 and 46.8 per cent for seasonal influenza.

Activities also associated with pandemic preparedness in 2009-2010 included training of 2,147 RQHR employees on how to use personal protective equipment to prevent the contraction or spread of influenza and H1N1. Additionally, 4,655 staff members were instructed on how to protect themselves by wearing N95 respirators. The Ministry of Health was key in providing sufficient respirators to accomplish this task.

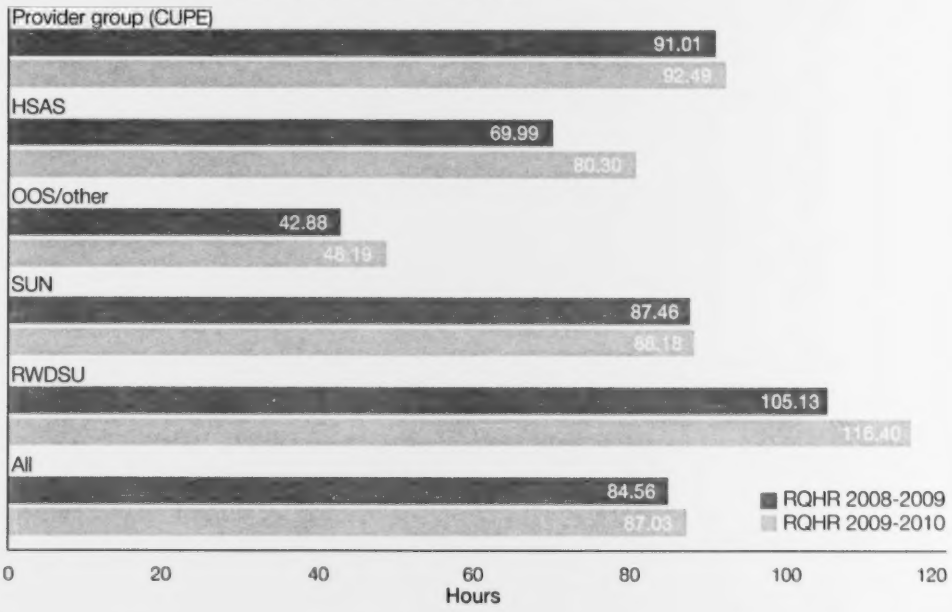
Performance Results

The RQHR's Attendance Support/ Workplace Accommodations Program underwent an extensive review in 2009-2010. Many stakeholders, including union representatives, managers and employees, were consulted. Several recommendations from the review have been implemented, as it is recognized that a productive and healthy workforce is vital to the delivery of health services. The goal of the Attendance Support/Workplace Accommodations Program is to enhance employee attendance by supporting employees in being at work, staying at work or returning to work on a timely basis. Since the implementation of the Attendance Support/ Workplace Accommodations Program, over 900 cases are actively managed annually, thereby allowing early return to meaningful work opportunities for many staff.

Other initiatives aimed at reducing sick time by promoting employee fitness include the provision of and access to fitness centres, facilities and exercise equipment as well as fitness programming. A variety of quarterly fitness classes are also offered. More than 225 employees per quarter participate in classes such as "total body workout," "aquacize" and "stretch and relax."

RQHR distributes *Body Bulletin* (a monthly wellness newsletter which provides tips on diet, exercise and general health) to staff. The RQHR also offers Work and Family Wellness sessions quarterly. Topics such as "Dealing with Stress," "Couples Communication" and a "Sweat Lodge Ceremony" are among the offerings. One-hundred-and-fifty-two employees and their family members participated in these sessions in 2009-2010.

Number of sick leave hours per full-time employee



The total number of hours employees were absent from work due to illness or injury per full time equivalent by affiliation (2009-2010 data does not include affiliated agencies, but does include Regina Pioneer Village, which RQHR assumed ownership of in June 2009.)

Performance Results

Overall, the RQHR has experienced a three per cent increase in sick leave hours per full time equivalent employee in comparison to 2008-2009. The RQHR has embarked on a strategic initiative to identify high sick time areas and will be using a support team to work with the leaders of these high sick time areas to identify all associated root causes. Each root cause will be addressed and remedial measures will be implemented to effect positive change.

Achievement of SUN Partnership Targets

In 2007-2008, the Saskatchewan Union of Nurses (SUN)/Government Partnership agreed to increase the number of registered nurses (RN) and registered psychiatric nurses (RPN) working in Regina Qu'Appelle Health Region (RQHR) by 209 full time equivalent (FTE) positions. This represented an increase of 12.8 per cent FTEs, for a total of 1,813.81 RN/RPN FTEs. In 2009-2010, the region set the intermediate goal of 1,762 FTEs. As of March 2010, SUN FTEs totalled 1,827.89, exceeding the region's 2009-2010 target as well our total recruitment goal for the initiative.

Physician Recruitment and Retention

Physician recruitment and retention is a priority for the RQHR.

RQHR continues to rely on international medical graduates to fill some of our hard-to-recruit areas but, since 2007, the region has begun targeting our recruitment efforts towards medical students and residents closer to home, particularly those attending the University of Saskatchewan (U of S).

In 2009-2010, the region supported a range of recruitment and retention activities and incentives aimed at U of S students, including student learning activities, social events, career fairs and relocation assistance. Through collaboration with the U of S's College of Medicine, the Saskatchewan Medical Association and the Ministry of Health, the region successfully developed relationships with medical students and residents training both within our province and in other provinces.

In 2009, the region recruited 42 physicians, 50 per cent of whom trained at the U of S at either the under-graduate or post-graduate level, or both.

In terms of overall physician numbers, the region experienced a net increase of 24 physicians in 2009, for a total of 550 physicians.

RQHR expects that a proposed new provincial training model, announced in March 2010 by the ministries of Health and Advanced Education, Employment and Labour, will result in an increased presence of medical students and residents within the region. Under the distributed medical education model, medical students will be able to complete some of their years of study

and some residencies in Regina, which will give them an opportunity to train and establish relationships outside of the usual practice environment. RQHR expects that this increased physician presence will lead to more Canadian-trained physicians working within the region, over time.

In an effort to support the retention of physicians already providing care within the region, RQHR has begun surveying newly hired physicians three and six months after their start dates, and conducting exit questionnaires/interviews with those who decide to leave. These procedures provide valuable feedback and give physicians the opportunity to pose questions and share comments and concerns. This feedback has led to the development of several programs, most notably the recognition of physicians through the region's annual long service awards and a more detailed orientation process for new physicians.

Academic Health Sciences

The RQHR, University of Saskatchewan's College of Medicine, Ministry of Health and regional partners of southern Saskatchewan are committed to educating and recruiting a strong workforce capable of meeting the evolving health care needs of our urban and rural residents. This commitment extends to enhanced training and education opportunities for medical students and will assist in meeting our province's need for physicians.

The partnership in undergraduate medical education has led to an increase in the medical student intake at the College of Medicine to 84 seats from 58 in prior years. Plans are underway to increase undergraduate seats to 100 by 2011-2012.

Key to the success of this expansion is the provision of medical education and training in RQHR. The distributed medical education model will enable medical students to complete some of their years of study and residencies in Regina, providing an opportunity to train and establish relationships outside the usual practice environment. Presently, about one third of fourth year medical students complete 18 months of training in RQHR facilities. In August 2010, third year medical education will be provided in RQHR and planning is underway to expand our capacity to accommodate second year medicine by the fall of 2011. Over time, it is anticipated that the RQHR will provide education and training opportunities to about one-third of the total undergraduate medical students.

Upon completion of undergraduate medical education, students enter a post graduate education program (residency). Residency seats at the College of Medicine will increase to 120 from 112 in July 2010. RQHR has traditionally had a robust Family Medicine residency program in addition to providing some training opportunities in various Royal College specialties. In 2009-2010, the RQHR had 22 Family Medicine residents and seven Regina-based (geographically based) Royal

College residents. In 2010-2011, there will be 24 Family Medicine residents and the number of geographically based residents will increase to 14. Additionally, various Royal College specialties will continue rotations in the RQHR as a part their training.

To measure project successes, full scope (patient, student, and faculty/colleague) evaluations will be completed and medical staff recruitment/retention data will be tracked and compared to historical data.

Healthy Business

Capital Improvements

Construction began in July 2009 on Phase II of the **Rawlco Centre for Mother Baby Care** at Regina General Hospital. This phase saw the home of Labour and Birth (L&B) and the Neonatal Intensive Care Unit (NICU) renovated to create a newly expanded space for these units. L&B and NICU will move into this new space in June of 2010. During renovations, L&B and NICU were temporarily moved into the second-floor area which will become the Mother Baby Unit. This multi-phase project will be complete in the summer of 2011 at a cost of $28 million. It is funded through the Regina Qu'Appelle Health Region (RQHR), Hospitals of Regina Foundation (HRF) and the provincial government.

In April 2009, renovations began in **Pasqua Hospital's Emergency Department** to modernize and expand the area to 1,300 square metres (14,000 square feet) from 900 square metres (9,600 square feet) and to include a new ambulance garage with wet-decontamination area for patients exposed to hazardous substances.

In June 2009, as the first step to create space for the Emergency Department, a permanent new location at the Pasqua Hospital was renovated for **Cardio/Neuro Diagnostics**. As well, Ambulatory Care was moved to temporary locations, providing a short-term home for the Emergency Department and enabling renovations to begin. The overhaul of the Emergency Department, to be completed in May 2010, will cost $6 million. This project is funded by RQHR, HRF and the provincial government.

In August 2009, renovations began to Pasqua Hospital's **Gastro Investigational Unit** to create three new procedure rooms and a new endoscopic retrograde cholangio-pancreatography (ERCP) suite. The ERCP suite combines endoscopy and fluoroscopy to diagnose and treat certain conditions. The project cost $521,000 and was funded by the HRF and the provincial government. It was completed in November 2009.

Work on Pasqua Hospital's **Prostate and Ultrasound Suite**, which will see the renovation of two ultrasound rooms and a prostate suite, began in March 2010. The project, expected to cost $526,000, is being funded by RQHR and HRF.

Performance Results

Renovations to 1640 Victoria Avenue to accommodate the **Addiction Treatment Centre** began in March 2009. The two-story building is 1,651 square metres (18,348 square feet) and will house 45 inpatient brief and social detoxification beds. This $6.38-million project is funded through RQHR and capital funding from provincial and federal governments. It is scheduled to open in April 2010.

Renovations to house the **Kidney Health Center** at 235 Albert St. North began in January 2009 and were completed in April 2009. Nine hundred square metres (10,000 square feet) of space was renovated at a cost of $700,000. Services include the Integrated Renal Program, the Chronic Kidney Disease Program, the Home Dialysis Training Program and the Regina office of the Saskatchewan Transplant Program. The project was funded by RQHR.

Infrastructure block funding of $28-million from the provincial government has funded several improvements in RQHR and affiliated facilities in 2009. The larger projects include roof replacements at Wascana Rehabilitation Centre ($4.3 million), Regina General Hospital ($1.1 million), Broadview Centennial Lodge ($300,000), Regina Lutheran Home ($370,000), and EMS Central ($800,000), Pasqua Hospital fire protection improvements ($1.8 million), window replacements at Santa Maria Senior Citizens' Home ($800,000), nurse call system upgrades ($800,000), and replacement of the Regina General Hospital's fire alarm system ($2 million).

Financial Summary

The RQHR experienced a small deficit for 2009-2010, ending the year with an excess of expenditures over revenue of $6.0 million. The largest contributing factor of the deficit was compensation paid to staff in excess of budgeted amounts. The region was successful in our nursing recruitment efforts, exceeding the hiring targets set out by the provincial government. The success of this recruitment initiative positions the region well for anticipated exits from the workforce due to the region's aging demographics, as well as allowed the region to open beds previously closed due to staffing pressures. The large number of new graduates and internationally educated nurses, however, caused an excess of orientation and mentorship expenditures required to assist the new staff to become productive, independent workers. As a result, overtime costs exceeded budget for the 2009-2010 year. Other factors included a funding reduction of $1.4 million in the fall of 2009 and the amalgamation of Regina Pioneer Village's operations on June 30, 2009.

Despite the small deficit (less than one per cent of budget), the region continued to maintain quality health services and minimize the challenges of rising costs by managing staffing vacancies and, where possible, implementing improvements in effectiveness and efficiency. The region is committed to wise stewardship and accountability for the people and other resources entrusted to it.

Performance Results

Regina Qu'Appelle Health Region 2009-2010 Results

- Working capital ratio (current ratio): .53
- Surplus/(deficit) as a percentage of actual operating expenditures: (0.7%)
- Expenditures in program support funding pool as a percentage of total Regina Qu'Appelle Regional Health Authority operating expenditures: 5%

Capital Commitments and Expenditures

The region received $2.6 million from the provincial government in 2009-2010 for clinical equipment and information technology. The funding will be used to purchase or replace much needed equipment such as an ambulance, an electrocardiography machine and a processing sterilizer. In addition, the region received $829,500 to replace the Emergency Medical Services radio system equipment.

The region also appreciates and relies on partnerships with various foundations and trust funds to provide significant donations for the purpose of purchasing equipment and contributing to the costs of building or upgrading facilities. These agencies include the Hospitals of Regina Foundation, the Broadview and District Health Foundation, the Community Fund Broadview and District Centennial Lodge, Moosomin and District Health Care Foundation, Inc., Whitewood and District Health Care Fund, Wolseley Memorial Hospital Trust Committee, Montmartre Trust Committee, Indian Head and District Hospital Foundation, Inc., Golden Prairie Home Trust Committee, Grenfell Community Trust Committee, Balcarres Community Health Foundation, Lestock Community Trust Committee and the Imperial Community Health Foundation.

Future Outlook and Emerging Issues

Guiding Regina Qu'Appelle Health Region (RQHR) towards the future is its Strategic Plan, made up of four strategic priorities: client experience, contributing to healthy communities, healthy business and healthy workplace. These priorities closely align with the strategic direction of the Saskatchewan Ministry of Health.

Helping to bring these priorities to the RQHR's front lines are program initiatives, measures and targets outlined in the Regional Operating Plan and in the region's accountability agreement with the Ministry of Health.

Efficiency reviews and the adoption of best practices, such as Lean methodology – a patient-centred approach to health care which reduces waste and builds strong and reliable processes – are helping the region free up resources. Health Quality Council's Accelerating Excellence is empowering front-line staff to eliminate wasteful activities and free up time for bedside care through the widespread rollout of Releasing Time to Care.

The Saskatchewan Surgical Initiative, which includes standardized safety checklists in operating rooms and contracting of third-party surgical care to increase the province's surgical capacity, sets out goals which the region and province are striving to achieve. RQHR is also participating with all other Saskatchewan health regions, the Saskatchewan Cancer Agency and the Saskatchewan Association of Health Organizations (SAHO), on the province's first shared services initiative, with an initial responsibility for supply chain management (tendering, procurement, storing, distribution and payment) to find cost savings while continuing to provide quality services and supplies.

The region is well positioned to support and achieve its goals in the areas of client experience, healthy communities and healthy business. While headway is being made toward establishing a healthy workplace, the region continues to face challenges in the areas of workplace injuries and staff illness. Improvements are being realized through injury-reduction initiatives, such as the Pathway to Zero; however, RQHR recognizes it will take time to establish a stronger safety culture and improve attendance practices.

Moving forward, RQHR's key challenge will be in meeting high expectations for improved access to services while balancing competing needs and desires within existing resources. Expectations and targets for surgeries, diagnostics and access to services are rising; the cost of acquiring the latest technology is climbing; the region's population is growing older and placing more demands on the health care system; RQHR's infrastructure and equipment is aging and will need replacing; and the region will face an experience and leadership deficit shortly, as a significant portion of our workforce is due to retire.

At the same time, there is a governmental desire to reduce the exponential cost increases of health care and for the region to become even more accountable in the use of its resources.

Future Outlook and Emerging Issues

Efficiency reviews that are underway and the adoption of best practices will help the region achieve these fiscal goals in the long term. They will, however, take time to yield results. The region will work closely with the Health Ministry and other stakeholders, and will communicate with the public and elected officials to ensure that our successes are shared and the limitations on our capacity are understood.

Payee List

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	$140,983	Allen, Thomas	99,030	Arnold, Arleene	64,982
Abadilla, Elvie	118,875	Almacen, Mary Joy	79,089	Arscott, Susan	77,612
Abbas, Zahid	82,891	Almassy, Nicole	77,733	Arvidson, Kristin	105,657
Abell Thome, Cathie	76,501	Alport, Edward	517,550	Asemrie, Eyeruslem	54,315
Abello, Sandra	101,213	Alport, Lois	70,201	Ash, Danielle	79,572
Abello, Timothy	60,576	Altrogge, Jordan	60,756	Ash, Sharon	107,605
Abii Ndoh, Edith	112,409	Altwasser, Tara	55,574	Ashfield, Ardean	58,280
Abrahamson, Crystal	99,304	Ambrose, Jacquelin	71,670	Ashman, Juliet	92,416
Abrenilla, Maribel	96,123	Amy, Gwen	67,853	Askin, Susan	60,183
Abrey, Karen	88,209	Amyotte, Bernadett	68,221	Asmay, Mabel	67,944
Achtemichuk, Myrna	54,846	Amyotte, Stacey	68,506	Assman, Lori	113,738
Ackerman, Candyce	51,108	Anacio, Carlo	91,014	Ast, Marie	84,753
Ackerman, Melinda	87,221	Anderson, Barbara	55,145	Atendido, Mildred	56,446
Ackles, Leah	63,923	Anderson, Carol	84,811	Attwood, Angela	88,402
Ackles, Sharon	59,033	Anderson, Carolyn	90,046	Aubichon, Yvonne	58,835
Adair, Carol	182,612	Anderson, Elizabeth	60,661	Audette, Barbara	68,689
Adamiak, Bonnie	60,163	Anderson, Janet	87,832	Austin, Carol	59,014
Adamko, Brenda	81,802	Anderson, Laurie	55,949	Azcueta, Jed Josep	83,715
Adams, Jaime	98,802	Anderson, Maureen	115,581	Baade, Alyssa	51,773
Adams, Jody	83,503	Anderson, Robin	52,765	Baars, Jodi	55,578
Adams, Michael	71,901	Anderson, Sandra	59,498	Baber, Carla	57,664
Adams, Robert	54,771	Anderson, Sharon	110,260	Babuik, Richard	62,159
Adcock, Stanley	59,921	Anderson, Sheila	89,670	Bachelu, Brett	78,677
Adesina, Aaron	64,286	Andres, Jean	56,834	Bachiu, Carol	87,998
Adeyoju, Motunrayo	121,721	Andrews, Lillian	62,463	Bachman, Darren	61,678
Adkins, Steve	52,598	Andrews, Naomi	86,919	Bachorick, Beverly	56,717
Adolfo, Stephanie	71,314	Andrews, Tracy	55,383	Backlin, Christina	84,285
Aguanta, Cristine	79,461	Angeles, Ronald	258,693	Backlin, Dale	68,005
Agullana, Melanie	93,952	Angielski, Verna	91,660	Bacon, Peggy	75,345
Ahlquist, Hedvig	56,206	Angulo, Marissa	90,935	Bacsu, Amanda	56,498
Ahmadi, Milagros	74,201	Antal, Jonathan	64,539	Badgley, Catherine	117,189
Aikens, Chelsea	57,699	Antoine, Lani	73,814	Baer, Bonnie	117,091
Airir, Abdellah	105,667	Antonio, Angela	79,895	Baer, Susan	96,946
Akan, Joseph	67,415	Antonio, Mary Ann	92,353	Bagnell, Jennifer	60,003
Alarcon, Irene	90,999	Appel, Jamie	75,738	Baht, Ryan	100,135
Albert, Lori	54,443	Apperley, Barry	80,380	Bailey, Patricia	90,720
Alberts, Howie	63,242	Appleby, Becky	64,570	Bailey, Ron	80,937
Aldinger, Anita	96,667	Appleby, Shannon	72,921	Baily, Karen	84,993
Alejandria, Lou Anne	59,517	Arbuthnot, Blair	73,779	Bain, Diane	85,292
Alexiuk Psotka, Joanne	50,558	Argue, Jocelyn	74,327	Baison, Samuel	60,779
Alfano, Beverly	99,327	Arguin, Len	96,353	Baiton, Susan	97,760
Alfonso, Brenda	99,068	Arguin, Patricia	84,652	Bajo, Arnulfo	141,391
Alfonso-Jurado, Elaine	87,946	Arklie, Chris	66,514	Bak, Darlene	101,703
Ali, Meimuna	89,950	Armbruster, Krystal	62,719	Baker, Tricia	102,553
Allan, Bruce	52,925	Armbruster, Robert	54,561	Bakker, Cynthia	50,399
Allan, Laura	59,410	Armstrong, Avril	71,478	Balak, Janet	95,533
Allan, Shauna	68,135	Armstrong, Craig	75,762	Balch, Laurie	73,971
Allen, Arlene	53,485	Armstrong, Shawn	83,884	Baldock, Rita	85,023
Allen, Brent	57,676	Arndt, Rachel	67,653	Baldock, Tara	54,037

Payee List

Individual	Payment
Baldos, Evelyn	141,912
Balfour, Don	50,797
Balius, Ken	76,971
Ball, Dorothy	61,804
Ball, Ronald	83,839
Balogh, Heather	64,491
Balycky, Annette	80,348
Bamhour, Heather	81,393
Bancescu, Shelda	93,330
Banfield, Joy	85,407
Baniulis, Margaret	109,261
Bank, Karen	65,102
Banning, Sharon	91,807
Barabash, Yvonne	53,155
Baragar, Janet	82,431
Baran, Vivian	128,468
Barber, Charles	57,174
Barber, Susan	64,261
Barbour, Robyn	51,607
Bardal, Terry	94,577
Barker, Lorraine	91,068
Barlow, Wendy	79,446
Barnard, Phyllis	65,750
Baron, Michael	84,079
Barraza, Mandy	50,688
Barrett, Vanessa	63,293
Barth, Carol	73,480
Bartlett, Tanya	80,457
Barton, Tessa	74,735
Baseden, Jessica	66,566
Bassi, Manpreet	52,314
Bast, Darlene	69,412
Basuel, Anna	83,047
Basuel, Neil	77,018
Bateman, Dorothy	81,041
Bateman, Enid	110,391
Bater, Charolett	77,617
Bathgate, Debra	100,657
Batty, Cynthia	66,632
Bauer, Egistina	98,162
Baumann, Nancy	55,916
Baumgartner, Kathleen	55,569
Baxter, Brittany	75,386
Beahm, Karen	58,279
Bean, Jennifer	93,654
Beard, Candace	52,696
Bearss, Leslie	80,582
Beaton, Debbie	168,444
Beatty, Sheri	62,881
Beauchesne, Elaine	79,897
Beaurivage, Barbara	107,595
Beck, Jeanette	95,549
Becker, Gail	83,355
Becker, Jill	52,125
Beer, Donna	51,335
Begg, Elizabeth	154,411
Beggs La Riviere, Gail	74,342
Beggs, Ryan	107,824
Behnke, Wanda	78,806
Behr, Glen	79,634
Beier, Shauna	102,811
Beisel, Patricia	79,894
Beitel, Catherine	94,594
Beitel, Laura	88,990
Beitel, Linda	98,298
Beitel, Stacey	67,395
Bell, Alison	82,524
Bell, Debbie	84,783
Bell, Jerry	84,296
Bell, Karen	64,406
Bell, Kerri	96,757
Bell, Stacey	78,426
Bellavance, Gord	80,212
Bellegarde, Jennifer	89,971
Bellisle, Tracie	97,198
Bemis, Tanya	60,402
Benaschak, Clay	66,099
Bender, Connie	72,569
Bendico, Samahlee	85,772
Benedik, Corinne	91,284
Benitez, Engelbert	111,759
Benjoe, Janice	51,474
Bennett, Lori	83,587
Benoit, Deborah	93,986
Benoit, Linda	80,673
Benson, Petra	75,297
Benz Tramer, Cara	63,724
Berdos, Veronica	89,839
Bereti, Lorilee	89,360
Bereziuk, Chantel	109,202
Berezowski, Mark	60,347
Berg, Cathy	55,321
Berg, Shauna	50,523
Bergquist, Lorie	104,923
Bernal, Ronald	113,381
Bernhardt, Geraldine	74,213
Berube, Daniel	54,001
Beutel Fox, Bonny	64,467
Beutler, Cheryl	63,297
Beutler, Muriel	100,064
Biberdorf, Lisa	87,846
Bichel, James	98,171
Bidwell, Nicole	106,544
Bien, Marilyn G	70,151
Bigalky, Jodie	79,976
Bigelow, Jeannette	73,523
Bilan, Denise	55,627
Bilan, Michelle	65,155
Bilkey Behrns, Phyllis	56,986
Bilo, Maria	90,787
Bily, Laurian	52,511
Bingham Adams, Karen	91,928
Binner, Arlene	74,220
Birchard, Debbie	56,875
Birchard, Lynn	81,723
Bird, Judy	71,343
Bird, Linda	92,131
Bird, Marlyn	65,205
Bird, Verna	82,556
Birns, Beverley	102,234
Birns, Heather	67,789
Bittman, Crystal	61,004
Bituin, Michael E	72,052
Bizzarri, Arlene	80,568
Bjelland, Pamela	71,866
Bjerland, Glorianne	99,327
Black, Darlene	95,779
Black, Marilyn	86,686
Blackmer, Barb	83,667
Blair, Ruth	97,938
Blanco, Bruce	70,501
Blanco, Leoer	71,799
Blanco, Marianne	73,868
Blaser Lindenbach, Juliann	63,268
Blayone, Sherie	85,987
Blechinger, Brenda	60,027
Bloch, Kevin	65,017
Blommaert, Patricia	126,164
Blomme, Elaine	89,694
Bobetsis, Gus	79,478
Bobetsis, Logan	59,579
Bobetsis, Michele Q	56,224
Bobetsis, Spero	65,162
Boczulak, Dianne	80,939
Bodani, Jayalaksh	423,260
Bodnar, Christina	81,646
Bodnarchuk, Linda	85,720
Bodnard, Stacey	91,652
Bodnaryk, Sharon	85,889
Boehlen, Reid	81,726
Boehmer, Kory	99,095
Boehmer, Mavis	84,270
Boekelder, Roxanne	72,068
Bogdan, Elissa	53,089
Bogdan, Janet	82,006
Bogdan, Mary	51,362

Payee List

Individual	Payment
Bohun, Stefanie	69,582
Bolen Anderson, Carla	86,015
Bolen, Karyn	75,501
Bondarchuk, Aaron	58,616
Bondarchuk, Eric	110,494
Bonderoff, Hazel	100,708
Bondoc, Mavelyn	77,263
Bonk, Brenda	58,468
Bonyai, Brenda	66,547
Booker, Elizabeth	80,744
Booker, John	79,722
Bookout, Gaye	58,118
Boos, Jeff	50,000
Bootle Ziolkowski, Kelly	50,107
Booty, Kerry	63,817
Bordas, Fred	88,351
Bordyniuk, Monique	66,303
Borja, Ma Elizab	91,383
Borsa, Shawna	99,163
Bosovich, Darlene	55,215
Botkin, Larissa	82,033
Boucher, Celeste	67,896
Boucher, Scott	65,179
Boudreau, Suzanne	108,745
Boulet, Nathan	53,619
Bourassa, Kimberley	71,001
Bourdages, Lori	61,362
Bouvier, Shelley	55,105
Bovee, Sabrina	54,229
Bowditch, Elsie	52,517
Bowen, Francis	308,408
Bowen, Max	65,231
Bowles, Brooke	67,297
Bowman, Jane D	118,763
Boyachek, Michelene	81,212
Boyd, Cindy	57,331
Boyd, Darlene	86,015
Boyd, Marion	86,188
Boyer, Mary	109,261
Brady, Janice	65,231
Brady, Ray	66,832
Braithwaite, Rhonda	55,021
Brand, Nicole	54,326
Brandt, Aimee	77,814
Brar, Harinder	75,485
Braun, Dona	80,592
Braun, Jacquelin	133,332
Brears, Jenna	50,294
Bregenser, Heather	50,360
Brentnell, Sarah	73,700
Brentnell, Wanda	100,855
Brenzil, Marlene	59,864
Brewer, Andrea	96,018
Brezinski, Lori	108,396
Brian, Daniel	64,735
Briand, Sandra	80,368
Briere, Bonnie	114,922
Briere, Celeste	108,072
Brighton, Erin	69,555
Brigidear, Marie	70,902
Brignall, Lorae	80,667
Brin, Jolyn	75,338
Brisbois, Elva	66,694
Brisebois, Desiree	67,788
Bristol, Ken	93,963
Britt, Christina	51,061
Brittner, Natalie	86,980
Britton, Debra	52,145
Britton, Karen	57,095
Brizinski, Alexa	55,516
Broadfoot, Blair	99,327
Brochu, Angela	69,302
Brochu, Mark	82,507
Brockman, Anita	77,989
Brockman, Shannon	73,897
Brolund, Trudy	55,093
Brooks, Denise	85,121
Brooks, Jennifer	86,732
Brossart, Cory	86,980
Brotzel, Susan	70,063
Broughton, Marlene	94,181
Brown Lewis, Murieka	155,319
Brown, Alison	82,531
Brown, Beverly	80,067
Brown, Jeff	97,971
Brown, Jessica	65,751
Brown, John	105,052
Brown, Marla	73,568
Brown, Marlene	101,211
Brown, Shauna	69,065
Brown, Siobhan	57,026
Brownlee, Dianne	85,542
Brubacher, Mary	98,196
Bruce, Colleen	94,240
Brundage, Diane	51,037
Bryant, Lenore	99,003
Brydon, Daniel	63,426
Bryson, Genevieve	103,589
Buchanan, Linda	98,568
Buchholz, Marc	88,208
Buckoski, Mary	72,051
Buckton, Kevin	97,115
Buddecke, Judith	88,601
Bueckert, Devin	86,015
Bueckert, Kimberly	61,205
Buemio Campbell, Cecilia	123,562
Buenavista, Rosemarie	96,184
Bueno, Janet	94,683
Buergel, Robyn P	70,201
Bugiera, Claudette	98,709
Bugyi, Shari	62,604
Buhler, Tracy	80,070
Bulgis, Pamela	69,849
Bulka, Tiffany	69,334
Bunce, Charlene	52,411
Burant, Colette	85,657
Burant, Denise	52,325
Burant, Rodney	79,926
Burchi, Jo Anne	70,420
Burechailo, Della	50,495
Burkitt, Shannon	139,092
Burla, Tamara	92,346
Burnay Vaags, Gisele	81,976
Burns, Beverley	56,824
Burns, Carol	73,307
Burns, Kimberley	72,756
Burns, Lorraine	54,617
Burns, Michele	59,746
Burns, Sarah	50,511
Burritt, Jennifer	59,968
Burt, Brenda	76,355
Burton, Linda	91,135
Busby, Camille	60,815
Busch, Delanna	62,195
Busch, Julie	72,823
Buss, Florence	80,819
Butler, Erin	53,864
Butler, Joyce	86,015
Butler, Karen	92,490
Butler, Lindsay	57,406
Buzash, Robert	70,751
Buzila, Dora	109,301
Bye, Myrna	98,993
Cabacungan Ecim, Clarina	91,974
Cabigon, Enrico	466,248
Caburao, Crystal	66,227
Cabylis, Angela	53,624
Cadrin, Marie	109,261
Caithcart, Richard	74,224
Caladiao, Cherissa	84,188
Calamba, Amparo	92,047
Calcraft, Susan	97,915
Calder, Dawn	121,637
Calhoon, Mae	102,472
Calimente, Doris	73,002
Calland, Bryan	89,522

Payee List

Individual	Payment
Callum, Marilyn	89,813
Camara, Clorinda	54,692
Cameron, Bonnie	73,745
Cameron, Faith	102,577
Cameron, Julie	60,573
Cameron, Katherine	94,925
Cameron, Pamela	60,983
Cameron, Tina	100,298
Camins Olmstead, Jocelyn	101,347
Camins, Jacy	86,730
Campbell, Alison	64,649
Campbell, Gordon	60,880
Campbell, Margaret	60,241
Campbell, Shannon	88,025
Campbell, Tyler	73,667
Camponi, Ethel	68,584
Cano, Laura	107,310
Canute, Raymond	82,351
Caragata, Cindy	78,012
Carasig, Daisy	86,501
Cardwell, Kenneth	75,177
Cargill, Brad	85,700
Carignan Young, Joanne	88,099
Carino, Merie Dho	84,555
Carlson, Cheryl	87,058
Carlson, Ed	61,832
Carlson, Lorri Ann	121,578
Carlson, Stephanie	88,217
Carlson, Teresa	116,672
Caro, Josephine	75,672
Caron, Tiffany	86,894
Carr, Gary	50,080
Carr, James	58,376
Carr, Lee Ann	70,781
Carr, Lisa	64,981
Carrell, Dawna	57,046
Carroll, Kathy	56,708
Carson, George	228,116
Carson, Ramona	80,826
Carter, Crista	63,070
Carton, Susan	87,871
Carubio, Ruth	121,347
Carvell, Daylene	57,143
Carvell, Leona	85,650
Case, Sherry	61,701
Casemore, Beverley	64,155
Casemore, Chris	81,720
Casemore, Janel	74,419
Caufield, Lana	76,456
Cave, Christoph	104,272
Cavers, Stephanie	95,736
Cayabyab, Almerante	75,680
Cayari, Necita	66,459
Cazakoff, Sharon	80,014
Cerato, Janice	83,905
Chabot Baker, Jeanne	80,391
Charnberlin, Lindsay	65,001
Chamberlin, Lisa	101,797
Chambers, Lynne	63,936
Charney, Hali	74,438
Chan, Michael	65,332
Chan, Samdaye	53,342
Chanig, David	68,895
Chapman, Brenda	109,399
Chapple, Alan	123,262
Chard, Stephen	74,313
Charette, Brenda	75,821
Charleson, Sharon	81,714
Chartier, Lanaya	88,914
Chartrand, Rhonda	54,438
Chatterson, Kelly	66,367
Chaturvedi, Geeta	55,703
Chaykowski, Jaclyn	50,643
Chaykowski, Kim	52,405
Checkley, Brian	55,730
Chegwin, Kate	51,144
Cheney, Janet	81,616
Chepil, Julie	81,059
Chernesky, Karen	73,450
Chernick, Christina	58,811
Cherwaty, Darren	99,384
Cherwinski, Jennifer	81,541
Chesters, Patricia	66,826
Chestney, Sherry	68,109
Cheung, Jessica	72,997
Chevalier, William	72,441
Chew, Foong Mei	66,932
Chijide, Valda	239,993
Ching, Nancy	72,034
Chipanshi, Mary	54,429
Chisholm, Joanne	124,171
Chomos, Heather	86,821
Chomyn, Terry	86,015
Chorney, Linda	99,327
Chorneyko, Anita	85,686
Chow, Arnold	68,933
Chretien, Terry	53,316
Chrispin, Victoria	57,357
Christensen, Donna	91,920
Christensen, Tamara	93,853
Christmann, Alison	56,964
Christoph, Valerie	132,600
Christopherson, Catherine	65,397
Christopherson, Clifton	50,080
Christopherson, Kim	54,279
Chrusch, Wendy	223,210
Chu, Florence	65,334
Chubak, Suzanne	65,716
Chupik, Nancy	51,323
Church, Cherisse	71,364
Church, Patricia	54,398
Churchman, Carol	109,055
Churko, Donna	100,633
Chursinoff, Charlene	52,680
Cibart, Janice	85,912
Cichocki, Laura	60,624
Ciuca, Judith A	87,766
Clare, Robert	91,905
Clark Downton, Cynthia	56,213
Clark Musschoot, Melissa	140,048
Clark, April	91,868
Clark, Carole	89,916
Clark, Jamie	86,015
Clark, Lesley	88,442
Clarke, Charlene	96,368
Clarke, Norman	56,070
Clarke, Pamela	88,407
Clarke, Tina	81,510
Clarkson, Tracy	104,269
Clay Lewis, Diane	97,888
Clay, Adeline	58,512
Clay, Monica	53,969
Claypool, Shannon	59,971
Cleggett, Janet	56,348
Clement, Loreen	89,015
Cloutier, Andrea	77,993
Coates, Anna	76,170
Coates, Rosemary	61,719
Cobbledick, Bev	69,448
Coburn, Ronald	68,095
Cochrane, Shelley	64,564
Code, Barbara	84,843
Coderre, Terri	90,771
Colclough, Arthur	99,101
Colclough, Maureen	66,644
Cole Sebastian, Valerie	57,447
Coleman, Jean	81,863
Coles, Kathie	82,079
Collins, David	72,546
Collins, Kristin	52,402
Concha Jr, Trecerio	70,579
Constantino, Eleonor	97,834
Contreras, Gisela	92,350
Cook, Andrea	88,514
Cook, Laurie	68,882
Cook, Stephanie	79,812

Payee List

Individual	Payment
Coomaran, Vettivelu	69,636
Coombs, Leann	52,615
Cooney, Duddow	104,252
Coons, Pamela	88,394
Cooper, Christina	62,913
Cooper, Daniel	76,591
Cooper, Ronald	98,993
Corkery, Judith	84,658
Corley, Stacy	53,837
Corscadden, Wendy	55,887
Cortes Santos, Karen Mae	64,673
Cosford, Kristen	72,015
Cossette, Marlee	78,402
Cote, Marion	86,444
Cote, Shannon	83,900
Coueslan, Melissa	51,121
Coulter, Bill	87,155
Coulter, Cindy	59,995
Coulter, Jessa	59,461
Coulthard, Maureen	85,798
Coupal, Alicia	61,589
Courtney, Jacci	53,886
Cowan, Shannon	66,528
Cozine, Denise	89,537
Craig, Angeline	78,904
Craig, Dawn	81,884
Cramm, Marlene	56,721
Crampton, Diana	65,091
Craven, Valorie	91,547
Crawford, Judy	58,774
Crerar, Elsie	62,348
Creurer, Jeanne	53,570
Criton, Vanessa	57,964
Crittenden, Shirley	86,791
Crone, Darlene	58,155
Crookshanks, Carolyn	82,209
Cross, Beverley	82,751
Cross, Brenda	50,106
Cross, Bryan	96,546
Cross, Treena	73,627
Crossley, Laurie	92,322
Crowe, Nanciann	83,732
Crozier, Margaret	108,201
Crozier, Stella	54,631
Cruise, Loretta	111,229
Crump, Irene	62,883
Cruz Paraiso, Myrna	58,265
Cruz, Jennipher	102,720
Cuddington, Terry	71,151
Culham, Sherry	59,756
Culig, Ernesto	67,429
Culig, Glory	156,507
Cullen, Christina	56,764
Cullen, John Paul	118,659
Culling, Carla	103,069
Cullins, Joan	52,393
Currie Noble, Jill	72,927
Currie, Lynne	131,341
Currie, Marg	81,940
Currie, Marjorie	78,887
Currie, Nicolle	102,105
Curry, Glenna	86,015
Cursons, Sara	60,974
Curtis, Deborah	103,087
Curtis, Patricia	80,262
Curtis, Rob	69,888
Curts, Jacquelin	50,211
Cwynar, Chris	82,747
Cyr, Nicole	95,964
Czmuchalek, Alysia	68,388
Daaza, Rosemary	97,327
Daborn, Jacquelin	74,229
Dahlgren, Lori	56,861
Dakiniewich, Lori	52,434
Daku, Bonnie	73,880
Daly, Katherine	96,311
Dalmeida, Donna	57,709
Daly, Jason	63,951
Dancsok, Marie	69,914
Danielson, Deborah	83,740
Danley, Joy	79,273
Danylczuk, Mike	74,139
Danyliw, Brian	101,739
Danyluk, Amy	52,885
Daradich, Byron	50,452
Darjes, Paulette	74,460
Datchko, Melissa	54,074
Dauphinais, Cori	69,956
Davalos, Pablo	81,305
David, Marc	69,107
Davidowich, Lorrie	102,500
Davidson, Barbara	109,088
Davidson, Cathy	103,621
Davidson, Colleen	65,017
Davidson, Vivian	161,954
Davies, Karen	94,328
Davies, Meghan	58,202
Davies, Valerie	121,637
Davies, W Paul	113,798
Dawn, Brandi	60,949
Dawson, Lorna	88,467
Day, Arlene	58,370
Day, Christine	94,680
Day, Edward	79,388
Dayne, Jacquelen	149,706
De Castro, Sienna An	98,723
De La Cruz, Vincent	81,367
De Los Reyes, Sonia	129,155
Deagle, Monica	53,677
Dean, Erlinda	52,317
Debesai, Michael	88,848
Decano, Felina	153,199
Deck, Gordon	54,750
Deck, Melinda	74,296
Decosmo, Carla	63,996
Deets, Barbara	81,737
Dehmke, Cheryl	57,396
Deis, Patricia	61,767
Deis, Patti	90,422
Dejose, Breanne	64,344
Dela Cruz, Nilo	84,197
Dela Cruz, Theresa	64,049
Delainey, Linda	90,637
Delsnider, Allison	77,507
Demeria, Anne	89,336
Demerse, Vicki	68,848
Dempsey, Charlene	58,266
Denham, Terence	50,080
Denouden, Kathleen	75,184
Dentremont, Andre	78,801
Deogaygay, Janice	78,035
Deregowski, Andrea	52,325
Derow, Lovadie	57,717
Deshaies, Janelle	74,774
Desjardins, Annette	74,614
Desjarlais, Tyler	58,680
Desnomie, Doreen	101,939
Desnomie, Harry	79,516
Desrochers, Miranda	83,056
Desrosiers, Bernard	66,629
Devaraj, Ramachand	303,843
Devine, Sandra	89,700
Dew, Heather	68,079
Dewald, Connie	87,844
Dewitt, Kathryn	74,730
Dhaliwal, Mohinder	60,890
Dhami, Sukhdeep	64,440
Dhesi, Sarbjit	60,069
Dhillon, Kam	121,932
Diana, Dinah	61,990
Dickey, Erin	67,810
Dickie, Crystal	66,369
Dickie, Kim	60,268
Dickie, Stephen	100,270
Dickin, Tamara	80,144
Dickson, Diane	55,707

Payee List

Individual	Payment
Dickson, Karen	92,627
Dielschneider, Lori	93,877
Dielschneider, Pat	93,231
Dielschnieder, Lynne	84,702
Diener, Tania	278,017
Diestro, Madeline	77,163
Diewold, Shauna	66,675
Dillon, Lahoma	53,578
Dima, Anda	74,327
Dimaano, Maria	109,449
Dimalanta, Maria	53,231
Dimond, Jory	53,180
Dixon, Lana	59,370
Dizon, Josephine	83,021
Dizy, Jacquelin	96,134
Dmyterko, Myles	63,016
Dmyterko, Sylvia	89,641
Dmyterko, Zenia	68,854
Doan, Pamela	64,735
Dobra, Sandra	75,821
Dobson, Joy	151,207
Dockendorff, Teresa	58,805
Doering, Frances	50,137
Doerksen, Norma	62,800
Dolha, Lloyd	75,333
Dombowsky, Linda	54,576
Donald, Heather	86,015
Donaldson, Lorie	111,769
Donauer, Sharlene	51,354
Dong, Cindy	67,616
Donison, Jennifer	80,346
Donison, Nicole	65,245
Donnelly, Edna	87,512
Donnelly, Jo Anne	71,796
Donnelly, Mellissa	129,023
Dore, Brie	52,033
Dore, Pauline	73,569
Dorgan, Heather	108,523
Dornstauder, Amanda	80,094
Dornstauder, Kenneth	85,980
Dorsch, Linda	53,811
Doutkevitch, Irena	62,263
Dovell, Peggy	102,004
Downey, Scott	87,128
Downton, Michelle	83,833
Drackett, Catherine	77,989
Drackett, Nancy	97,975
Drake, Peggy	89,099
Dreher, Julie	77,962
Dribnenki, Carolyn	78,451
Droder, Danielle	73,233
Drummond, James	76,716
Drysdale, Lois	59,504
Dubey, Gaurav	64,101
Dubin, Michelle	88,368
Dubois, Brenda	69,627
Duchak, Catherine	91,540
Ducharmie, Tricia	67,732
Duff, Afton	74,261
Dufour, Debra	89,949
Dukart, Jessica	53,909
Duke, Bradley	54,947
Duke, Cheryl	90,023
Duke, Meghan	70,049
Dumont, Erica	81,475
Dumont, Loreen	92,368
Dumont, Zack	88,725
Duncan, Shannon	53,451
Duncan, Shelley	56,943
Duncan, Tessa	76,410
Duncanson, Judith	81,126
Dunfield, Vera	97,118
Dunford, Lynette	92,046
Dunlop, Kim	86,919
Dunn, Shauna	86,300
Dunphy, Corry	65,332
Duong, Tu	99,501
Dupont, Heidi	76,878
Dureault, Gloria	59,635
Dusterbeck Colhoun, Tammy	51,821
Dutchak, Kristin	130,348
Dvernichuk, Ranel	59,022
Dybvig, Colleen	84,732
Dyck, Darla	109,290
Dyck, Dena	61,372
Dyck, Donna	82,958
Dyck, Jennifer	79,064
Earnshaw, Karen	116,780
Earnshaw, Theresa	115,313
East, Lori	96,383
Easton, Bonnie	74,684
Eberle, Janet	104,745
Eckert, Laurie	112,266
Edge, Linda	75,798
Edmands, Carol	78,968
Edmands, Jeff	90,536
Edmands, Laura	73,417
Edmondson, Noreen	57,491
Edwards, Colleen	121,518
Edwards, Joanne	78,874
Edwards, Nancy	63,841
Edworthy, Alison	55,589
Efunwa, Uche	58,415
Ehrlich, Victoria	97,064
Ehrmantraut, Donald	109,321
Eichhorst, Helga	71,507
Elder, Kristin	81,314
Elder, Marian	69,159
Eley, Maureen	66,433
Ell, Grettalyn	109,276
Ell, Sandra	87,913
Elliott, Heather	81,465
Elliott, Virginia	113,421
Ellis, Carla	83,032
Ellis, Lauren	76,120
Ellis, Sharon	67,056
Ellis, Tracey	135,635
Emeka Okere, Elizabeth	64,938
Emery, Alison	76,768
Emke, Terrilynn	59,357
Engel, Anna	76,591
Engel, Keith	55,671
Engel, Linda	73,251
Engel, Patricia	99,157
Engele, Carla	64,332
Engele, Kathleen	97,928
Engen, Kathy	104,888
English, Darcy	93,335
Enmark, Sherry	86,037
Enns, Adine	65,455
Ens, Cindy	53,822
Entner, Darren	111,534
Erfurt, Carolyn	86,872
Erickson, Betty Ann	59,369
Erickson, Heather	98,457
Erickson, Jennifer	93,509
Erickson, Judith	57,327
Erixon, Lindsey	52,552
Erman, Connie	75,849
Ermel, Kelly	54,113
Ermel, Rebecca	59,218
Eros, Hazel	64,735
Escanlar, Anabellee	111,962
Espenell, Gaye	81,081
Essien, Benjamin	66,117
Estioco, Joseph	81,566
Ethier, Kristen	71,348
Euraoba, Cecilia	81,085
Euteneier, Sandra	109,261
Eva, Maureen	66,516
Evancio, Arnold	66,834
Evans, Donna	83,563
Evans, Leah	69,057
Ewanchuk, Adrienne	60,707
Ewart, Brian	55,428

Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Exner, Kate	80,350	Fink, Barbara	73,646	Frank, Savanna	70,784
Fadare, Deborah	142,363	Fink, Wendy	79,120	Franks, Dianne	51,395
Fahlman, Joann	60,207	Fiorante, Connie	96,669	Fraser, Holly	91,745
Fahlman, Kelly	54,447	Fischer, Claire	84,361	Fraser, Nicola	73,775
Falk, Lisa	79,180	Fischer, William	82,684	Fraser, Nicole	91,216
Famulak, Jackie	74,841	Fishbook, Dayna	60,895	Fraynak, Joanne	101,089
Famulak, Maegan	59,883	Fisher Phillips, Heidi	85,992	Freeman, Joanne	121,104
Farkas, Lynnmarie	60,971	Fisher, Destiny	69,221	Freeman, Karol	75,427
Farley, Margaret	86,554	Fisher, Monique	104,978	Frei, Joanne	64,933
Farmer, Carol	62,091	Fishley, Melissa	51,217	Freiheit, Karen	71,248
Farnden, Janelle	79,174	Fitzgerald, Jean	94,351	Frew, Nadiya	76,150
Farnell, Sheila	62,175	Fitzgerald, Jeremiah	93,164	Frier, Debbie	73,758
Farrell, Grace	98,733	Fitzsimmons, Donald W	77,031	Friesen, Amy	81,748
Farrow, Delee	64,977	Fitzsimmons, Wesley	85,085	Friesen, Della	79,789
Farrow, Vicki	87,527	Fizzard, Andrea	56,955	Friesen, Wendy	74,958
Fauchon, Michelle	83,140	Fizzard, Sheldon	75,983	Fritz, Lola	67,403
Faulkner, April	54,473	Flaman, Esther	58,127	Fritz, Megan	75,162
Fawcett Kennett, Jacqui	83,302	Flaman, Jeanne	79,051	Froese, Audrey	61,373
Fay, Christoph	78,122	Flaman, Nancy	99,595	Froh, Thomas	69,590
Fayant, George	51,305	Flaman, Sharon	84,921	Frohlick, Jill	56,843
Faye, Judy	51,564	Fleece, Jason	73,910	From, Sandra	85,980
Fedec, Jacquline	94,609	Fleming, Deborah	54,680	Frombach, Kristin	69,122
Federko, Marion	70,534	Fleming, Dianne	54,912	Fromm, Linda	85,543
Fedirko, John	126,070	Fleming, Shalon	53,441	Fry, Brenda	75,691
Fedirko, Lori	60,693	Fletcher, Rhonda	75,185	Fry, Dianne	54,419
Fehr, Elaine	76,761	Flood, Ramona	75,338	Fry, Jody	88,969
Fehr, Wendy	90,024	Flores, Karen Kay	75,337	Fuchs, Dennaye	80,243
Feil, Shauna	73,858	Flowers, Barbara	55,294	Fuerte, Jaernie Ra	78,371
Fellner, Carol	50,766	Fluter, Lenore	94,238	Fullerton, Shelly	51,244
Feltin, Susan	62,292	Fohr, Chris	86,015	Funke, Annamarie	84,654
Fendley, Tracey	54,900	Foley, Ken	50,097	Gabel, Grant	78,521
Feniuk, Mildred	54,702	Folgering, Tina	85,254	Gabel, Leslie	95,889
Ferguson, Janet	80,039	Folk, Maria	90,152	Gabora, Balynda	54,419
Ferguson, Joan	66,610	Folk, Ronald	76,309	Gabriel, Melissa	103,182
Ferguson, Sheila	84,635	Fong, Karen	91,324	Gabrielle, Michelle	51,484
Ferrara, Natalie	65,797	Forbes, Heather	94,256	Gackle, Patricia	50,702
Fesciuc, Kimberley	80,825	Ford, Laura	52,736	Gadica, Sandra	56,888
Feser, Janice	61,981	Forman, Holly	61,743	Gaillard, Valorie	59,371
Fesser, Renee	53,748	Forman, Sheila	70,298	Galger, Colleen	65,841
Fetch, Bobby	51,707	Fornwald, Elizabeth	57,195	Gallagher, Roxanne	77,650
Fetch, Jarret	52,458	Forrest, Melissa	56,183	Gallais, Nicole	63,655
Fetter, Katherine	77,234	Forsberg, Jaclyn	56,118	Gammel, Leanne	60,144
Fichter, Kim	66,832	Forsberg, Peggy	71,429	Gan, Xiao Juan	50,974
Fidler, Bozena	63,366	Forshner, Ruby	83,039	Garchinski, Lori	108,842
Fidler, Mariusz	59,053	Foster, Lori	74,120	Garcia, Catherine	97,169
Field, Cathy	53,810	Foster, Monica	84,079	Gardikiotis, Tracy	67,738
Field, Susan	104,545	Fox Tittle, Julianne	51,842	Gardner, Heather	69,311
Filippi, Shelly	90,261	Fox, Colleen	54,854	Gardner, Linda	65,385
Findlay, Cyndy	70,442	Fraipont, Wendy	72,899	Gardner, Raegan	81,615
Findlay, Ronalee	57,549	Francis, Barbara	82,433	Garnsey, Nicole	59,810
Fingas, Gloria	56,401	Francis, Dev	87,343	Garratt, Nancy	82,490
Fink, Barbara	54,953	Francisco, Jane	86,165	Garratt, Sharon	121,637

Payee List

Individual	Payment
Garstin, Connie	88,346
Garven, Terri	90,617
Gasper, Jennifer	86,500
Gasteiger, Sabrina	68,384
Gate, Melissa	89,569
Gatin, Sarah	78,658
Gattinger, Clare	82,329
Gauthier, Debbie	84,542
Gawley, Barbara	66,462
Geall, Bonnie	99,657
Gee, Kin	50,147
Gee, Nathan	50,451
Geiger, Natasha	50,792
Geis, Kristina	73,999
Gelowitz, Denise	85,045
Gelowitz, Veronica	86,015
Genoves, Wilbert	95,062
Gentile, Cindy	74,308
Gentles, Shirley	108,058
George, Monique	85,170
Gerber, Victoria	116,189
Gerbrandt, Shelley	72,780
Gerein, Ruth	63,317
Gerhardt, Brenda	59,378
Gerhardt, Theresa	77,698
Germaine, Sandra	96,177
Gerrard, Shirley	87,471
Gessell, Mickey	101,016
Gessner, Dusten	57,862
Gettle, Peggy	57,196
Getz, Alice	105,833
Gibbons, Katherine	69,228
Gibney, Nicole	75,989
Gibson, Brittny	75,424
Gibson, Cathy	55,042
Gibson, David	69,921
Gibson, Jeff	97,164
Gibson, Lynann	57,219
Gibson, Norleen	55,947
Gieg, Brian	78,123
Gieni, Shirley	89,171
Giesbrecht, Colin	79,022
Giesinger, Katherine	67,514
Giesinger, Shawna	74,137
Gil, Kimberly	79,311
Gilbert, Jennifer	84,677
Giles, Penny	92,500
Gilewicz, Dennis	71,725
Gilewicz, Eileen	87,588
Gill, Marianne	78,581
Gill, Ricky	67,742
Gill, Shirley	52,289
Gillanders, Jennifer	88,359
Girard, Susan	82,028
Giroux, Kristin	55,318
Glabus, Shelley	59,228
Glas, Shannon	82,902
Glasser, Carol	131,859
Glasser, Lorna	59,530
Glasser, Monica	59,357
Glazier, Joan	50,130
Glendenning, Lorraine	98,897
Glettler, Marlene	68,041
Glines, Gail	60,688
Globa, Maryann	99,345
Gmerek, Renita	84,021
Goddard, Dani	58,137
Godenir, Leah	54,643
Godenir, Olivia	63,185
Godfrey Wall, Crystal	51,224
Goertzen, Florence	75,038
Goettler, Darla	60,401
Goetz, Anthony	58,802
Gogal, Shannon	59,856
Gokavi, Christina	72,419
Goldfinch Dube, Carmen	92,028
Golding Guest, Leanne	60,530
Golemba, Shirley	59,444
Gomez, Jugen	115,599
Goodtrack, Jacquelin	62,495
Gorin, Valerie	84,643
Gorkoff, Tonya	58,957
Gorrill, Faye	63,041
Gotchia, Guylaine	143,771
Gottselig, Anita	72,685
Gottselig, Darryl	70,756
Goud, Bonnie	56,582
Goudreau, Robert	68,196
Gould, Tracy	54,990
Govender, Ashokran	68,294
Graessli, Dea	83,834
Graf, Jennifer	53,759
Graff, Yvonne	93,095
Graham, Arlene	93,307
Graham, Linda	54,768
Grainger, Christina	102,169
Grainger, Valerie	64,457
Grammatico, Dino	510,548
Granada, Kristine	80,920
Grandish, Susan	106,323
Granello, Marco	68,216
Granello, Yvonne	85,519
Granger, Morag	111,416
Grasby, Murray	62,716
Grasdal, Patricia	110,086
Gray, Carolyn	101,032
Greanya, Leonard	66,205
Greaves, Annemarie	90,099
Greaves, Jolene	76,307
Greaves, Patricia	69,302
Grebinsky, Cindy Lou	98,841
Green, Dianne	88,218
Greene, Verla	84,746
Greenwood, Pat	96,000
Gregoire, Barbara	80,918
Gregory, Laura	68,273
Greschuk, Sandra	65,005
Greville, Jason	55,625
Griffin, Denise	70,493
Griffith, Jacquelin	58,854
Griffiths, Tara	92,704
Grigg, Karlee	72,762
Grills, Gloria	67,603
Grimard, Cindy	57,128
Grimm, Helen	99,327
Grismer, Dana	73,668
Grobowsky, Kerri	75,536
Grohs, Trina	78,171
Gronhovd, Wanda	72,533
Gross, Joren	73,980
Gross, Linda	92,630
Gryschuk, Paul	54,610
Guansing, Alistair	88,292
Guckert, Christen	78,466
Guenther, Sharon	71,968
Guenther, Zonia	53,263
Guenzel, Suzanne	69,475
Guerra, Fernando	68,274
Guerrero O'Neil, Marielena	89,251
Guest, Tamara	85,683
Guillemin, Jo Anne	95,910
Guingab, Elinore	57,437
Gulle, Veronica	53,042
Gumban, Avelino	102,057
Gummeson, Mary Elle	65,366
Gunn, Gerald	80,023
Gunnlaugson, Sandra	57,243
Gurskey, Connie	65,209
Gurski, Penny	99,329
Gustilo, Andrea	83,975
Gutheil, Jocelyn	180,530
Gutwin, Kim	74,452
Gwilliam, Rosella	97,052
Gyorfi, Cindy	77,027
Gyorfi, Marieanne	56,061
Hachkewich, Lea	70,228

Payee List

Individual	Payment
Hachkewich, Yvonne	63,803
Hack, Katherine	61,737
Hadwen, Marilyn	56,493
Hagan, Tracy	72,331
Hagen, Naomi	102,532
Hagerty, Tamara	71,367
Hagglund, Marlene	65,483
Hagman, Kelli	80,708
Haid, Lori	78,322
Haines, Michael	86,015
Haines, Winnifred	76,694
Haithwaite, Meghan	54,036
Halbgewachs, Maxine	82,547
Hale, Barbara	83,638
Haleem, Fatima Za	72,564
Haley, Shelly	73,725
Halford, Jacquelin	53,118
Hall, Collette	127,515
Hall, Darla	87,853
Hall, Leanne	62,264
Hall, Shirley	53,981
Halldorson, Hallie	71,255
Hamelin, Paula	63,148
Hameluck, Paul	117,043
Hamilton, Mary	83,487
Hammar, Shannon	59,905
Hammond, Shea	55,409
Hango, Valerie	53,192
Hanna, Shari	93,180
Hannah, Rhonda	89,104
Hannah, Suzanne	99,288
Hanowski, Alicia	90,960
Hanowski, Jolene	91,987
Hansinger, Sonia	86,245
Hanson, Brenda	121,013
Hanson, Nancy	81,306
Hanson, Nicole	63,610
Hanson, Trisha	64,948
Harder, Brenda	83,067
Harder, Erin	69,739
Harder, Ruth	65,565
Hardy, Marion	56,493
Harker, Kendra	65,215
Harkness, Jeanette	52,086
Harle, Connie	93,068
Harley, Raylene	58,396
Harmer, Jack	51,875
Harper, Catherine	56,200
Harris, Charlotte	66,402
Harris, Susan	73,072
Harris, Yvonne	85,542
Harrison, Heather	79,279
Harrison, Ian	70,233
Harrison, Scott	87,812
Harrison, Terry	50,127
Hart Mitchell, Regan	85,177
Hartley, Karen	107,291
Hartley, Laurie An	90,562
Hartley, Teresa	74,327
Hartman, Maria	58,476
Hartman, Valorie	70,662
Hartness, Collin	87,514
Hartney, Heather	74,496
Hartney, John	92,239
Hartwell, Randi	94,962
Harty, Carolyn	97,239
Harvey, Ella	89,934
Hashem, Shannon	60,176
Hastings, Nadine	53,651
Haukaas, Barry	75,069
Hauser, Corina	81,490
Hauser, Jeff	79,010
Hawco, Nicole	77,474
Hawes, Cynthia	63,105
Hawkins, Cynthia	84,932
Hawkins, Pamela	90,278
Hayes, Penny	58,649
Hayward, Amanda	58,263
Hazen, Michelle	81,408
Heaney, Celeste	98,009
Heathcote, Debra	59,389
Heathcote, Jon	73,284
Hebert, Ann	59,599
Hedstrom, Brent	71,247
Heebner, David	84,548
Heenan, Donald	56,087
Hegedus, Beverley	71,884
Heggie, Natashka	54,210
Hegglin, Karen	53,103
Heiberg, Melody	71,073
Hein, Shannon	91,182
Heinrichs, Menno	100,098
Heinrichs, Ronald	50,066
Helfrick, Kimberly	55,172
Helfrick, Margaret	67,340
Helfrick, Michelle	50,262
Helmond, Dan	56,934
Hembroff, Barbara	54,818
Hembroff, Margaret	73,350
Hemingson, Laura	57,500
Hendrickson, Brenda	137,492
Henley, Jean	51,111
Henneberg, Patricia	81,672
Hennie, Debra	86,944
Hennink, Maurice	260,114
Henricksen, Rosemary	70,499
Henrion, Karen	68,433
Henry, Doris	88,764
Hepting, Carol	59,150
Hepting, Wendy	51,879
Hepworth, Shelley	66,145
Herasymuik, Elaine	61,913
Herbert, Chelsea	73,273
Herbison, Sherry	75,151
Herchuk Norris, Lorie	64,934
Herczakowski, Leanne	91,746
Herman, Jacquelin	61,338
Hernandez, Hennessy	99,261
Hernando, Jessica	55,196
Herod, Corey	90,659
Herperger, Kristy	79,544
Herr, Greg	59,984
Herzog, Mark	72,379
Herzog, Sharla	68,346
Hesketh, Brittney	61,234
Heuchert, Lois	58,747
Heuchert, Wendy	80,051
Hewitt, Lisa	67,856
Hextall, Denise	87,007
Hextall, Gail	55,237
Heywood, Danae	70,489
Hicke, Janice	80,890
Hickey, Jacquelin	92,490
Hickie, Laurie	69,621
Hicks, Daniel	62,597
Hicks, Tara	57,185
Hiebert, Brenda	95,341
Hiebert, Orrey	73,252
Higgins, Mike	172,295
Hiibner, Linda	86,665
Hildebrand, Teresa	87,153
Hill, Donna	51,564
Hill, Keith	74,406
Hill, Micheal	73,303
Hillier, Justin	91,073
Hipolito, Christabe	89,576
Hislop, Jessica	52,388
Hitchcock, Edward	66,832
Hitchcock, Trudy	85,640
Hladun, Deanna	101,064
Hlohovsky, Adean	79,900
Hnidek Wilson, Lydia	91,865
Hobbins, Melanie	57,173
Hockley, Alyssa	75,638
Hockley, Elaine	79,370
Hodgson, Barbara	74,761

Payee List

Individual	Payment
Hodson, Dellina	79,957
Hodson, Paul	90,753
Hoeflicher, Jean	53,574
Hoeft, Marie	83,589
Hoeft, Tracy	61,875
Hofer, Sandra	101,668
Hoff, Judy	72,928
Hoffart, Jill	75,457
Hoffarth, Kristin	61,345
Hoffman, Christie	56,201
Hoffman, Penny	65,836
Hoffman, Shelley	85,909
Hoffmeyer, Anette	71,655
Hoffort, Ashley	59,742
Hogg, Sarah	112,247
Hogg, Shawna	60,788
Hogue, Joyce	50,672
Holba, Nicole	73,015
Holden, Amy	77,515
Holden, Kathryn	103,821
Holfeld, Sandra	71,367
Hollebeke, Coleen	52,720
Holliday, Michele	82,908
Hollinger, Colleen	85,378
Hollinger, Wanda	65,056
Hollingshead, Kelli	63,234
Holmes, Heather	78,661
Holmes, Marcia	95,440
Holmstrom, Carol	54,972
Holt, Cheryl	80,595
Holt, Shawna	59,214
Holt, Terresa	78,407
Holt, Trina	98,197
Holzapfel, Donna	52,231
Homes, Brenda	75,689
Hominuke, Shari	50,053
Hoogeveen, Lance	74,790
Hooker, Cara	89,723
Hooker, Paula	62,201
Hooper, Vivian	54,422
Hopfauf, Lori	104,073
Hopkin, Erin	53,137
Hopkins, Anna	65,638
Hopson, Heather	55,542
Horbach, William	122,635
Horejda, Natalie	72,207
Horne, Iris	61,710
Horner, Daphne	73,377
Horse, Lucille	68,202
Horsman, Paulette	143,169
Horton, Christine	99,327
Horvath, Joyce	61,667
Horvath, Ken	54,252
Horvath, Lois	110,300
Horvey, Lisa	97,336
Hosaluk, Suzanne	86,154
Hotchen, Marlene	82,965
Hough, Jan	68,525
Hoult, Donna	73,506
Hovind, Colleen	63,743
Howard, Eyke	76,704
Howat, Henriette	105,131
Howden, Janice	83,060
Howell, Susan	84,953
Howie, Douglas	80,343
Hoyum, Jo Anne	55,790
Hrynowetsky, Sheldon	81,332
Hubac, Louie	82,247
Huber Flahr, Charlene	89,460
Huber, Laurel	63,749
Huber, Sharon	87,973
Hubic, Tracy	53,328
Hubich, Fran	89,100
Hubich, Kathy	52,926
Hubick, Jackie	81,760
Hubick, Murray	97,578
Hudson, Dena	59,407
Hudye, Falon	69,403
Huebner, Sheryl	53,671
Hueser, Mary Ann	72,130
Hughes, Carly	69,924
Hughes, Cynthia	65,968
Hughes, Patricia	64,226
Hugie, Beata	51,214
Hui, Bosco	73,750
Hungle, Christine	61,753
Hunko, Valerie	139,021
Hunt, Candace	52,166
Hunt, Debbie	56,585
Hunt, Donna	65,236
Hunt, Stacy	90,316
Hunter, Della	110,142
Hunter, Marjorie	50,017
Hunter, Nancy	90,211
Husak, Margaret	74,289
Hutchings Besse, Janice	119,715
Hutchinson, Marian	170,318
Hutt, Amy	67,700
Huys, Deborah	94,293
Hydaman, Janis	74,107
Hyer, Jeanne	59,447
Hysuick, Kerri	72,185
Iannetta, Victoria	88,248
Idem, Idi	59,111
Idnay, Denzil Ry	57,326
Ilaga, Grachelle	86,883
Ilnisky, Stephanie	60,183
Ing, Barbara L	70,797
Ingeniero, Rona	57,317
Ingham Petrescue, Carol	59,371
Ingham, Darren	73,620
Ingham, Dianna	86,634
Ingham, Julia	74,133
Ingjaldson, Marjorie	56,323
Ingleby, Joanna	88,607
Ingram, Lynne	89,451
Ingram, Pamela	79,758
Ingrouville, Bonny	71,135
Inkson, Sheryll	84,076
Innes, Heather	97,629
Ireland, Nicholas	51,716
Isaac, Michelle	84,893
Isaak, Joan	74,237
Issel, Brenda	90,005
Issel, Curtis	85,166
Isted, Cheryl	59,371
Isted, Christoph	58,674
Ivanochko, Elizabeth	109,795
Iverson, Paul	95,540
Ives, Roger	71,060
Jackiw, Susan	99,327
Jackson, Donna	75,820
Jackson, Jeffery	75,229
Jackson, Joy	99,271
Jackson, Linda	80,126
Jackson, Marlene	80,437
Jackson, Shannon	112,372
Jacob, Bernadett	59,371
Jacob, Joan	58,940
Jacob, Joanne	55,672
Jacobs, Dawn	70,201
Jacobs, Shana	81,967
Jacobson, Shelley	86,836
Jalloh, Bashir	60,920
James, Kate	70,071
Jamieson, Brenda	69,206
Jamroziak, Jerzyk	59,649
Janotta, David	54,641
Janzen, Eldon	52,223
Japson, Jhoanna	67,871
Jarikre, Alero	93,473
Jaring, Michael	56,550
Jarrett, Linda	121,186
Jaster, Brian	60,513
Jaster, Nicole	59,718
Jaworski, Brenda	76,696

Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Jeannot, Sharon	75,463	Kaczmar, Jennifer	76,291	Keopanya, Julie	60,555
Jellow, Mary Kath	80,061	Kaip, Melissa	72,650	Kerbs, Treena	53,346
Jendrasheske, Melissa	77,832	Kaip, Steven	67,451	Kerelchuk, Tara	78,216
Jennett, Steven	67,190	Kalapesi, Zarin	425,251	Kerr, Jodi	75,254
Jensen, Chris	78,458	Kambeitz, Gailene	71,974	Kerr, Sheila	67,071
Jensen, Karen	61,805	Kambeitz, Shelley	68,314	Keulen, Lynn	73,892
Jeske, Beverly	95,079	Kaminski, Sandy	56,887	Keyowski, Terrance	68,186
Jeske, Jacquelin	82,321	Kanciruk, Pamela	88,689	Keyowski, Theresa	101,473
Jeske, Winona	94,420	Kane, Kyra	69,425	Khalifa, Amer	510,548
Jewett Curley, Emilie	60,562	Kapell, Annette	59,277	Khan, Bibi	155,500
Johal, Charanjit	95,668	Kapell, Kandis	76,983	Kidby, Robin	135,356
Johannson, Julia	73,488	Kapell, William	62,771	Kim, Rena	85,651
Johannson, Kara	80,229	Kapp, Allison	59,290	Kimpton, Karen	86,594
Johannson, Kevin	68,282	Kardash, Bruce	88,566	Kinaschuk, Karen	68,428
Johns, Kirby	91,206	Kardynal, Ben	64,291	Kincaid, Robert	62,298
Johnson, Brenda	93,354	Karnes, Flo	85,218	King, Brenda	84,691
Johnson, Dawn	61,244	Karpa, Deborah	78,501	King, Tina	52,935
Johnson, Dawn	84,571	Karr, Theresa	67,381	Kinneberg, Lorie	92,490
Johnson, Diane	55,487	Karst, Karen	60,363	Kinney, Patricia	61,872
Johnson, Janis	108,644	Karton, Brandy	61,965	Kinney, Wendy	113,433
Johnson, Julie	91,813	Karunakaran, Kumudhini	242,791	Kirby, Angus	465,028
Johnson, June	51,995	Karza, Philip	86,015	Kirby, Lois	84,117
Johnson, Karen	61,305	Kasbrick, Ashley	82,427	Kirkness, Shane	63,843
Johnson, Krista	67,957	Kashmere, Dianne	67,314	Kish, Holly	66,418
Johnson, Laurie	91,469	Katchuck, Connie	63,194	Kisilowski, Mary	71,548
Johnson, Pamela	88,987	Katchuck, Jennifer	79,677	Kissel, Kevin	62,333
Johnson, Patti	83,304	Kathol, Lorna	99,327	Kitchen, Brent	101,529
Johnson, Penelope	70,794	Kattler, Donna	59,849	Kitz, Natasha	74,189
Johnson, Sara	83,510	Katz, Adam	75,426	Kitzul, Twyla	58,238
Johnson, Sherry	83,814	Katzberg, Blaine	92,490	Kivell, Theresa	55,563
Johnson, Vaughn	117,588	Kauk, Dianne	60,137	Klassen, Carol	172,592
Johnston, Janice	64,848	Kausar, Rehana	83,767	Klassen, Nadine	84,635
Johnston, Lorraine	91,637	Kaytor, Jeanette	91,732	Klassen, Peggy	114,632
Joice, Robert	50,333	Kaytor, Jill	77,047	Klassen, Tanya	63,269
Jolly, Shannon	70,148	Kaytor, Susan	58,450	Klatt, Candace	51,275
Jones, Andrea	52,740	Keating, Lynn	54,270	Klatt, Miranda	63,753
Jones, Edward	519,541	Keenan Arp, Cathy	92,490	Klebeck, Deana	93,163
Jones, Karen	91,650	Keenan, Louise	110,208	Klein, Carl	101,478
Jones, Rhiannon	74,172	Keep, Sandra	102,112	Klein, Carollynn	62,311
Jones, Sandra	90,565	Kehrig, Nicole	72,374	Klein, Christine	65,556
Jonsson, Meranne	61,831	Keleman, Kathy	59,386	Klein, Deanna	76,480
Jordens, Jaime	57,977	Keller, Jenny	92,830	Klein, Jennifer	58,113
Jordheim, Gerald	64,719	Keller, Leigh	74,341	Klein, Lana	101,422
Jordison, Cody	69,664	Kellington, Beverly	74,818	Klein, Lori	93,349
Jorgensen, Dawn	53,933	Kellington, Grenda	89,475	Klein, Tom	91,144
Jors, Roberta	83,728	Kelln, Kim	64,800	Klein, Tracy	93,423
Jose, Neena	90,636	Kelly, Bette	75,116	Kleisinger, Brenda	66,402
Juatco, Mark	80,418	Kemery, Jolene	66,046	Klempner, Dianne	59,339
Jumaga, Evelyn	93,484	Kemp, Michelle	84,479	Klempner, Leanne	54,449
Jury, Jessica	67,750	Kempton, Brian	68,286	Kletchko, Joanne	96,322
Kach, Deborah	89,981	Kendrick, Susan	86,910	Klimek, Gail	82,735
Kachaluba, Tamara	99,802	Kennedy, Liana	80,392	Klisowsky, Allan	57,859

Payee List

Individual	Payment
Klock, Lori	75,222
Klotz, Kathy	70,554
Klotz, Steven	94,231
Kluk, Debra	99,294
Kluk, Dennis	61,595
Knapman, Jamie	62,854
Knapp, Randall	120,641
Knibbs, Richard	78,341
Knoll, Jennifer	58,333
Knowles, Elizabeth	73,613
Knox, Jamie	60,069
Koch, Paula	70,645
Kochylema, Monica	59,440
Koffler Hubbs, Loralyn	120,760
Kohl, Dan	121,637
Kokoski, Lorrie	59,229
Kolach, Danielle	50,058
Kolb, Lavonne	87,078
Kolke, Marilyn	53,374
Kolls, Lorna	73,713
Kolodniski, Donna	55,305
Kolodziejak, Lynette	107,234
Koltun, Margaret	98,575
Konieczny, Bozena	59,216
Kopeck, Lori	55,052
Korbo, Trina	71,769
Korchinski, Jaime	111,966
Koronkiewicz, Carol	57,730
Kosabek, Debbie	99,327
Kosar, Deloris	99,174
Kosar, Tammy	60,171
Koshman, Dalynne	73,037
Kosik, David	54,227
Kostiuk, Cheryl	100,501
Kostiuk, Laurie	56,914
Kot, Nancy	88,192
Kot, Pamela	86,354
Kotopski, Kimberley	55,205
Kotowich, Richard	70,183
Kotrla, Allison	63,529
Kotylak, Rhonda	101,958
Koutsoulis, George	78,218
Kovach, Muriel	65,008
Koza, Scott	59,770
Kozack, Katherine	111,341
Kozak, Bill	58,695
Kozak, Lori	74,524
Kozak, Susan	53,270
Kozak, Tammy	81,382
Kozakewich, Carol	86,246
Kozakewycz, Diane	86,986
Kozusko, Jarrett	99,045
Kraemer, Diana	99,682
Kraetzig, Maria	94,894
Kraft, Sherry	82,540
Krahenbil, Elizabeth	57,341
Krahn, Deborah	69,914
Krahn, Kathy	88,298
Krall, Carrie	57,504
Kramer, Joanne	68,984
Kramer, Nancy	113,879
Kramer, Sheri	52,009
Krammer, Miranda	78,816
Krause, Catherine	64,675
Kraushar, Larry	80,767
Kreis, Debbie	96,823
Kreke, Doris	77,913
Krenz, Brandy	83,182
Krenz, Trudy	79,205
Kreshewski, Nathalene	50,394
Kress, Dorena	85,453
Kress, Louise	85,944
Krieger, Laureen	81,965
Kristoff, Anna	85,401
Krogsgaard, Lorraine	63,964
Krogsgaard, Susanne	93,777
Krohn, Sheila	92,843
Kruszelnicki, Trina	71,630
Krysak, Kathleen	66,079
Kubiak, Angela	91,866
Kuculym, Jeannette	92,273
Kuhtz, Tracy	100,967
Kula, Alicia	102,331
Kullman, Pauline	82,719
Kuntz, Agatha	55,996
Kuntz, Donald	99,195
Kuntz, Jody	70,743
Kuntz, Lynn	60,724
Kunz, Koreena	65,445
Kuppenbender, Stella	55,103
Kurenoff, Joanne	95,531
Kurtz, Linda	61,431
Kurucz, Rhonda	55,254
Kuruliak, Joanne	68,018
Kuski, Michelle	60,127
Kuyek, Dale	102,741
Kuzma, Bettyann	60,185
Kuzyk, Karen	62,965
Kwan, Davin	83,177
Kwan, Man Kwok	54,661
Kydd, Jason	89,317
Kyle, Catherine	70,801
Kyrylchuk, Reesha	53,860
La Haye, Chantel	74,152
Labensky, Cheryl	82,178
Labossiere Karda, Tara	87,014
Labossiere, Anita	73,310
Labreche, Christy	52,806
Lacerte, Denine	82,671
Lachambre, Roxanne	61,021
Lacroix, Lori	70,957
Lafayette, Esther	99,507
Lafleur, Lisa	86,015
Lafontaine, Christoph	70,555
Lagrimas, Arlene	72,319
Laigo, Michael	91,579
Laird, Marnie	89,734
Lalonde, Lorna	51,839
Lamarche, Shawn	81,307
Lamb, Patricia	81,758
Lamb, Sabrina	52,800
Lambert, Jennifer	60,791
Lambsdown, Dorothy	59,892
Lamers, Crystal	64,214
Lamers, Dana	63,140
Lamoureux, Donna	94,376
Landry, Leigh	60,962
Lang Schuette, Connie	64,797
Lang, Bruce	91,894
Lang, Danita	97,917
Lang, Edith	84,925
Lang, Kelly	96,027
Lang, Michael	91,400
Lang, Rae Lynn	69,635
Langager, Leanne	104,482
Lange, Simon	66,798
Langevin, Monica	81,846
Langford, Judy	75,619
Langford, Karen	89,484
Langford, Linda	78,256
Langgam, Lou	126,611
Langlois, Brandy	77,583
Lanigan, Krista	66,490
Laninga, Tina	54,835
Lanz, Allison	54,321
Lanz, Lawny	116,572
Lapchuk, Douglas	56,877
Laplan, Dora	63,543
Larden, Ross	79,957
Larrivee, Diane	156,903
Larsen, Derrick	113,836
Larsen, Judy	91,999
Larsen, Pamala	97,738
Larson, Joan	61,654
Larson, Laureen	108,745
Larson, Susan	87,079

Payee List

Individual	Payment
Lasalle, Christine	106,496
Laswisse, Crystal	51,682
Latimer, Christine	82,611
Latimer, Wanda	64,996
Latoski, Patricia	56,597
Latrace, Susan	73,559
Lauagan, Milagros	51,099
Lauman Hartmier, Barbara	89,589
Laursen, Victoria	66,025
Lavanway, Amber	98,136
Lavoie, Pamela	69,677
Lawrence, Curtiss	60,947
Lawrence, Monica	91,169
Lawrence, Robin	68,218
Layne, Bob	120,187
Leblanc, Michaela	68,195
Leblanc, Patricia	78,077
Leboutillier, Colleen	85,677
Lebruno, Patricia	84,884
Lechinsky, Debbie	58,189
Lee, Angeline	109,818
Lee, Maureen	88,284
Legault Wilson, Dionne	80,751
Legault, Cheryl	78,989
Legault, Dana	95,484
Legault, Lydia	86,022
Leggott, Michelle	51,507
Lehr, Craig	59,074
Lehr, Ellen	59,569
Leibel, Greg	99,567
Leier, Barbara	76,589
Leier, Rose	96,506
Leier, Toulakone	55,964
Leigh, Ada Mary	90,449
Leippi, Dawn	64,190
Leitch, Linda	70,929
Lekcharoen, Raymond	67,115
Lemmerich, Karen	85,428
Lemoine, Julie	72,042
Len, Dennis	91,113
Len, Rheanna	68,307
Leniuk, Terri	72,185
Lenz, Sharon	93,041
Leon, Tina	73,637
Leonard, Ellie	68,717
Leonard, Shauna	96,824
Leonor, May Clyde	74,719
Lerner, Diana	83,154
Leroux, Judy	68,334
Leruyet, Charmayne	78,968
Leshchyshyn, Crystal	51,874
Lesko, Elizabeth	64,189
Lesko, Sandra	60,894
Lestage, Tanya	70,882
Letain, Rae Lynn	102,481
Letain, Selena	61,010
Letang, Arlis	101,016
Lethbridge, Linda	68,689
Letsche, Nancy	50,959
Leurer, Deanne	79,197
Lewicki, Laura	82,182
Lewis, Bernice	96,662
Lewis, Carol	63,785
Lewis, Daniel	85,141
Lewis, Dufton	61,827
Lewis, Katherine	79,791
Li, Chunyan	169,356
Li, Yali	59,510
Ligue, Neil	72,805
Lindemann, Debi	63,573
Lindgren, Chantelle	78,084
Lindsay, Rae	88,409
Lindsay, Shirley	50,192
Lindstrom, Lee	65,002
Lingelbach, Chad	61,854
Lingelbach, Tara	63,626
Linklater, Lyn	59,698
Linnen, Alison	55,540
Linton, Janna	75,395
Lionetti, Donna	89,822
Lipon, Marlene	65,002
Lippai, Jennifer	126,077
Little, Glenda	77,123
Litzenberger, Angela	58,649
Litzenberger, Kathryn	76,237
Liu, Yun	62,133
Lizee, Rona	87,515
Ljubic, Donovan	95,373
Llarena, Melanie	144,605
Lloyd, Courtney	64,629
Lloyd, Dorothy	84,365
Lloyd, Kathleen	71,776
Lockeridge, Keith	61,113
Lockert, Elizabeth	71,660
Lockert, Lori	75,633
Lockwood, Margaret	51,627
Loffler, Janice	87,118
Lolacher, Susan	75,820
Lomenda, Janice	61,781
Lonethunder, Vivian	62,558
Longman, Wendy	96,811
Loopkey, Chantelle	63,763
Loos, Francis	90,371
Lopez, Amherstia	50,336
Lorencz, Beverley	51,970
Lorenz, Anita	62,040
Loucks, Cheryl	62,459
Lough, Maureen	81,447
Louis, Debbie	50,635
Love, Richelle	61,779
Lovelace, Dione	60,427
Lovett, Nicole	69,387
Low, Evelyn	124,644
Low, Ken	85,988
Low, Margot	85,960
Lowe, Sharon	52,325
Lowey, Jana	82,675
Lowey, Judith	60,429
Lu, Thang	57,117
Lu, Xiaoqing	72,180
Luansing, Jemuel	58,494
Lubachowski, Gwenda	62,233
Lubas, Mirek	64,735
Luce, Amanda	56,422
Lucero, Dranreb	99,983
Lucero, Jocelyn	91,450
Luciak, Ken	98,870
Luciuk, Leann	64,660
Luff, Pat	75,967
Lukey, Patrick	100,560
Lund, Starla	66,070
Lunde, Kenda	72,442
Lundeen, Coleen	92,153
Lundy, Debbie	86,848
Lunnin, Lori	75,183
Luterbach, Colleen	133,059
Luther, Jeanette	65,667
Lutz, Wendy	52,325
Luzon, Clarissa	85,760
Lynch, Brant	66,898
Lys, Catherine	54,935
Maas, Allison	147,047
Mabee, Sonja	77,910
Macall deSantamaria, Ana	160,333
MacAuley, Katherine	51,489
MacAusland Berg, Dianne	72,420
MacDonald, Jill	58,415
MacDonald, Scott	85,264
MacDonald, Todd	75,145
Machuik, Lynn	55,364
MacIntosh, Ian	63,732
Mack, Ellen	64,047
MacKay, Cheryl	63,636
MacKenzie, Bonnie	104,057
MacKey, Denise	77,404
Macknak, Brenda	59,290

Payee List

Individual	Payment
Macknak, Errin	66,558
Macknak, Susan	80,614
MacLennan, Amy	52,434
MacLennan, Deborah	91,318
MacMillan, Carolynn	83,468
MacMillan, Leanne	60,139
MacMillan, Robert	70,843
MacPhee, Linda	50,994
MacPherson, David	64,884
MacPherson, M Janice	69,743
MacPherson, Robin	57,848
MacPherson, Roxanne	62,696
MacTavish, James	71,871
Mader, Darlene	94,862
Maduck, Tricia	126,524
Magnaye, Za	67,928
Magnien, Valerie	89,822
Magnuson, Maureen	83,397
Magotiaux, D Arcy	115,250
Mah, Jeffrey	85,064
Mahoney, Kathleen	68,272
Mahoney, Patricia	54,937
Maier, Janet	87,620
Maierhoffer, Carla	71,811
Maierhoffer, Shelly	69,393
Mailloux, Angele	60,549
Mak, Joanne	60,119
Makelki, Catherine	103,685
Makie, Catherine	87,434
Maksymew, Sharon	86,219
Maksymew, Stephanie	71,535
Malach, Shirley	89,294
Malang, Edwin	102,082
Malang, Marissa	83,623
Malegus, Ken	71,884
Mali, Bahera	304,401
Malinowski, Eleanor	87,647
Mallory, Joanne	89,516
Maloughney Herbel, Patricia	78,229
Mama O, Maira	63,190
Mamchur, Grant	101,943
Mamer, Doris	63,536
Mancuso, Debra	103,735
Manley, Sophia	54,097
Mann, Candace	51,161
Mann, Doug	65,368
Mann, Suba	191,158
Mann, Teri	72,131
Mantilla, Dannice	81,063
Mantyka Whitford, Elaine	98,590
Manz, Joanne	83,384
Manz, Tammy	58,904
Marasigan, Nerijol	77,849
Marchildon, Ginette	89,026
Marchildon, Marianne	68,472
Marcil, Allison	94,419
Marin, Donna	98,089
Marissen, Debby	77,888
Markle, Tracy	87,001
Markwart, Carol	78,503
Markwart, Corinne	83,802
Markwart, Lori	65,963
Marsh, Maureen	92,138
Marsh, Virginia	84,630
Marshall, Bonny	90,968
Marshall, Dean	91,056
Marshall, Doris	99,249
Marshall, Joan L	69,945
Martens, Morgan	70,489
Martens, Sandra	63,334
Martin, Arlene	60,869
Martin, Brenda	56,338
Martin, Donalee	84,582
Martin, Donna	101,629
Martin, Heather	74,949
Martin, Marc	71,495
Martin, Neoma	85,297
Martin, Sheila	52,500
Martin, Shirley	86,828
Martin, Wendy	63,482
Martinez, Oscar	89,354
Marynick, Marlin	76,971
Mason, Jeff	54,382
Mason, Julianne	62,004
Mason, Linda	89,488
Masse, Therese	60,864
Massier, Candice	81,874
Massier, Carmen	58,102
Massine, Darlene	80,104
Masson, Koren	64,450
Masters Guest, Renee	61,904
Masters, John	137,923
Masters, Sandra	85,965
Matheis, Jacob	56,046
Mathie, Linda	81,281
Matthews, Debra	53,948
Matthews, Faye	74,643
Matthews, Shelley	76,277
Matthies, Yvonne	76,936
Matties, Debbie	75,027
Matwiy, Jacquelin	77,778
Matz, Laura	90,128
Maupin, Karen	108,553
Maurer, Nancy	53,463
Maw, Lester	82,796
Maycong, Maggie	139,615
Mayer, Deborah	52,240
Mayer, Megan	56,723
Mayes, Stan	56,903
Maynes, Julie	86,015
Mazinke, Nadine	61,263
Mazur, Janelle	100,648
Mazur, Janet	99,552
Mazur, Mark	96,573
Mbasela, Phyllis	106,301
Mbugua, Grace	82,483
McAleese, Roberta	51,893
McAuley, Karen	54,246
McAuley, Valerie	85,680
McAvoy, Erin	80,295
McCabe, Debra	106,765
McCaig, Barry	54,487
McCall, Elizabeth	69,136
McCall, Natalie	51,007
McCallum, Karen	82,414
McCann, Linda	106,525
McCann, Michael	72,773
McCann, Nancy	74,512
McCaw, Dianne	64,557
McClement, Melissa	61,291
McClement, Sam	72,277
McClymont, Kimberly	79,133
McConnell, Charlene	70,556
McConnell, Denise	54,387
McCorriston, Sheri	57,820
McCrea, Raymond	60,875
McCrystal, Wendy	50,301
McCullough, Cameron	55,093
McCullough, Lois	87,484
McCurry, Terryann	81,892
McCusker, Joanne	55,211
McDermaid, Karen	100,596
McDermit, Tamara	85,552
McDonald, Allison	90,860
McDonald, Diane	69,835
McDonald, Elizabeth	74,336
McDonald, Jayne	123,126
McDonald, Paulette	107,092
McDonald, Sandra	56,233
McDougall, Brad	76,405
McDougall, Elizabeth	87,024
McEwen, Aimee	92,628
McFadyen, Cindy	50,410
McGeough, Angela	66,741
McGeough, Lorie	105,971

Payee List

Individual	Payment	Individual	Payment	Individual	Payment
McGifford, Delores	73,690	McTaggart, Angela	62,400	Ming Fok, Tricia	90,487
McGill, Nancy	68,880	McTavish, Darcelle	67,332	Minifie, Rhonda	82,682
McGown, Brandi	86,632	Meadows, Morgan	60,141	Minto, Patricia	58,329
McGrath, Elizabeth	82,038	Meider, Monica	69,850	Mirva, Denise	75,020
McGregor Weekes, Sarah	55,218	Meier, Ruth	59,414	Miskiman, Todd	91,724
McGregor, Nikki	72,916	Melenchuk, Mary Anne	83,860	Misskey, Eunice D	69,022
McHardy, Darlene	86,015	Melnechenko, Jody	89,086	Mitchell, Angie	62,687
McIlmoyl, Jacquelin	73,241	Melnick, Barbara	123,335	Mitchell, Danita	59,438
McIlmoyl, Matthew	71,851	Mercer, James	78,375	Mitchell, Geoffrey	54,653
McIntaggart, Glen	62,025	Mercier, Maria	78,212	Mitchell, Mary Ann	55,511
McIntosh, Amanda	58,025	Mergen, Kathleen	50,568	Mitchell, Trina	56,132
McIntosh, Beverly	79,648	Merin, Christoph	63,982	Mittermayr, Stacey	70,548
McIntosh, Monique	74,327	Merk, Kimberly	51,859	Moc, Peter	62,108
McKay, Darcy	93,293	Merk, Lisa	63,874	Moffatt, Patricia	61,343
McKay, Lisa	72,106	Merk, Michelle	79,058	Mohammadi, Shakiba	53,775
McKechnie, Marlene	74,351	Merriam, Debbie	82,885	Mohl, Regan	61,642
McKellar, Hector	72,893	Merritt, Valerie	106,111	Mohr, Ann	68,945
McKenzie, Crystal	66,061	Metcalfe, Onagh	52,323	Mohr, Janet	61,744
McKenzie, Sharron	58,986	Metz, Gina	101,151	Mohr, Megan	57,438
McKenzie, Virginia	58,509	Metz, Irene	64,045	Mojar, Jhezelle	90,720
McKim, Darcy	84,482	Metz, Sharon	65,245	Mokry, Michelle	80,435
McKinnon, Faye	89,886	Metzler, Tammy	66,366	Molesky, Carla	87,767
McKinstry, Stacey	80,948	Meyer, Kristen	66,178	Molesky, Louise	117,237
McKnight, Brenda	57,424	Meyer, Nicole	59,416	Molnar, Colleen	101,739
McKnight, Tracie	64,790	Meyers, Sharon	53,798	Molson, Bev	65,005
McLaren, Wendy	81,697	Meyers, Tanya	50,621	Moltz, Laura	58,473
McLaughlin, Leanne	61,271	Michayluk, Gordon	77,123	Montanini, Lorna	89,865
McLaughlin, Linda	74,144	Michon, Gerald	55,960	Montano, Lisi	97,985
McLean, Bonnie	55,110	Middelkoop, Shayleen	98,485	Monteith, Bernadett	50,539
McLean, Charlotte	79,892	Middleton, Lanna	54,522	Montenegro, Shelley	85,069
McLean, Dixon	72,180	Mijares, Lalaine	89,138	Monteyne, Barry	90,809
McLean, Sharon	58,327	Mile, Clay	94,556	Monteyne, Dianne	88,489
McLean, Theresa	109,585	Mileusnic, Leposava	79,258	Mooney, Dianne	83,762
McLellan, Morgan	50,052	Millama Luna, Alma	60,632	Moore, Melissa	83,102
McLeod, Nadean	55,403	Millama, Zenaida	186,563	Moore, Sheila	90,992
McLeod, Theresa	52,011	Milleker, Lisa	69,313	Moore, Sherilyn	64,765
McMechan, Janet	77,074	Miller, Adrienne	63,570	Morari, Brenda	91,753
McMillan, Dominique	58,481	Miller, Amanda	70,242	Morgan, Donna	63,143
McMillan, Stewart	89,987	Miller, Beverly	90,439	Morgan, Kimberly	60,470
McMorris, Cynthia	55,126	Miller, Carol	101,294	Morgan, Randy	57,168
McMorris, Donna	54,778	Miller, Diane	85,651	Morhart, Stacey	60,017
McMullen, Cathy	90,170	Miller, Heather	114,737	Morissette, Ryan	84,058
McNamara, Andrea	55,335	Miller, Jody	53,143	Morrell, Debra	69,834
McNamara, Anne	50,114	Miller, Joshua	56,374	Morrice, Glenda	94,273
McNaught, Connie	81,516	Miller, Lois	75,950	Morris, Cindy	50,258
McNaughton, Donna	57,790	Miller, Margaret	114,300	Morris, Jaclyn	63,726
McNeil, Dawn	121,637	Miller, Samantha	82,057	Morris, Linda	68,569
McPeek, Randy	74,327	Miller, Shirley	73,604	Morris, Roxane	55,713
McPhee, Linda	100,145	Miller, Tamara	54,826	Morrison, Jodie	71,671
McPherson, Bernadett	164,682	Milner, Thomas	262,026	Morrison, Lisa	61,777
McPherson, Debbie	118,624	Minakakis, Yvette	51,634	Morrison, Sandra	82,370
McStay, Sharron	81,104	Minchuk, Rhonda	63,754	Morrow, Jennie	55,910

Payee List

Individual	Payment
Morrow, Melanie	51,836
Morrow, Wendy	61,240
Mosewich, Cindy	120,547
Mowat, Christine	68,404
Moyer, Gordon	70,201
Mpundu, Regina	96,530
Mroske, Lisa	86,794
Mucha, Traci	77,744
Muir, Erin	68,287
Mulatz, Frank	61,049
Muller, Karen	81,992
Mulridge, Andrea	50,082
Mundo, John Char	77,916
Mundy, Harry	54,095
Munns, Tiffany	63,156
Munson, Russell	82,248
Muravchik, Germann	65,761
Mureseanu, Alison	71,187
Murphy, Jessica	63,419
Murray, David	69,725
Murray, Lynn	52,208
Murray, Mark	92,645
Murray, Sharon	66,238
Murthy, Poornima	414,750
Muscoby, Donald	50,880
Mwale, Mwangala	108,722
Mwangobola, Kufase	75,056
Mwape, Delphine	100,502
Mwela, Judy	84,200
Mwelwa, Martha	70,261
Mwendabai, Mufaweli	55,939
Mwunvanenza, Asha	51,024
Myers, Carol	83,291
Myles, Wanda	58,037
Myrah, Michele	98,652
Mytopher Benoit, Lori Ann	65,193
Nabong, Norvelyn	118,535
Nachilongo Daka, Gladys	71,600
Nachtegaele, Alison	63,677
Nadiger, Cathy	102,274
Nadon, Christine	54,741
Nagy, Tess	87,663
Nagy, Valda	59,534
Nahachewsky, Desiree	52,134
Nakonechny, Ashley	76,854
Nakrayko, Gerri	64,540
Nalwamba, Rhoda	107,419
Nasewich, Susanne	81,616
Natyshak, Merle	85,150
Nechi, Maureen	125,838
Neigel, Jocelyn	64,735
Neis, Cyndi	63,233
Neison, Valerie	92,593
Nelson, Beverly	103,332
Nelson, Danielle	90,625
Nelson, Diane	91,329
Nelson, Dwight	296,801
Nelson, Heather	51,182
Nelson, Jean	74,327
Nelson, Joanne	80,105
Nelson, Jocelyn	74,894
Nelson, Nadeane	74,454
Nernberg, Sheryl	83,630
Ness, Heather	77,197
Neuls, Frances	112,026
Neumann, Barbara	98,883
Neumann, Carey	54,811
Neumann, Harry	89,662
Neville, Desirae	56,062
Neville, Susan	156,903
New, Catherine	63,965
Newcombe, Susan	67,139
Newton, Mae	99,341
Newton, Richard	73,609
Ngilangil, Mercedes	52,824
Ngoka, Grace	65,268
Nguyen Lowe, Ha	59,888
Nguyen, Cuong Duc	73,140
Nguyen, Diane	67,046
Nguyen, Thuy	95,052
Nichol Langlais, Barbara	79,752
Nichol, Christine	63,424
Nichol, Louise	84,833
Nichols, Gloria	74,960
Nicholson, Roxy	55,177
Niekamp, Jaclyn	77,771
Nielsen, Doug	74,489
Nielsen, Heather	75,834
Nielsen, Terry Lyn	92,490
Nieminen, Shannan	65,319
Ning, Lianne	91,638
Nistor, Brad	69,686
Nistor, Mark	50,001
Njoku, Lilian	136,372
Noble, Christa	62,452
Nordby, Andrea	73,850
Nordgulen, Laura	85,376
Nordgulen, Terry	63,868
Nordwick Chan, Kim	110,195
Norick, Barbara	80,053
Norlander, Jillian	78,100
Norman, Christoph	92,089
Norman, Marcey	67,309
Norman, Patti	71,422
Norminton, Jim	65,308
Norris, Lisa	61,338
Northcott, Benjamin	64,271
Notarte, Wayne	69,239
Novak Galgan, Harriett	101,697
Novak, Elaine	63,477
Novak, Karen	87,743
Noval, Chad Simo	54,815
Novik, Lori	75,858
Noyes, Heather	63,804
Nugent, Carol	87,447
Nugent, Karen	55,712
Nunweiler, Charmaign	74,488
Nurse, Byron	115,257
Nurse, Shawna	62,434
Nuttall, Janice	79,736
Nwalozie, Annunciat	81,587
Oakes, Larry	75,069
Oberndorfer, Gillian	100,801
Obrigewitsch, Charlene	61,495
Obst, Marjorie	87,650
O'Byrne, Patrick	111,007
O'Campo, Rochelle	74,548
O'Campo, Rosalie	61,102
Ochitwa, Sandra	72,173
Ochoa, Patricia	64,394
O'Connor, Dawn	90,824
O'Connor, Fiona	74,731
O'Connor, Grace	59,172
Octubre, Penafranc	98,793
Odi, Mary Paul	97,133
Ogibowski, Theresa	89,420
Ogilvie, Lore	103,886
Ogrodnick, Nancy	93,428
Okeadu, Justina	58,574
Okeefe, Michelle	84,851
Olbrich, Robert	55,179
Oliver Carson, Stacey	82,243
Olson, Curtis	70,019
Olson, Pamela	79,245
Olson, Tanda	52,207
Olson, Troy	69,970
Olson, Wendy	84,370
Omolida, Genalyn	95,363
Ornoth, Barbara	99,330
Onagi, Maxine	75,275
O'Quinn, Sheryl	87,648
Orasan, Loredana	62,967
Orban, Dale	78,820
Orell, Colleen	59,967
Oremba, Misty	58,808
Orlowski, Louine	93,277

Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Orr, Reggie	62,033	Panchuk, Darlene	58,227	Pengelly, Jennifer	91,144
Orthner, Gail	113,405	Panchuk, Douglas	109,806	Penner, Janice	66,832
Orthner, Stephanie	50,844	Panelo, Rueben Ja	71,253	Peralta Elgueta, Pedro	55,736
Ortman, Gwen	59,403	Panno, Lacy	76,482	Perchie, Glen	121,170
Ortman, Nina	83,885	Pantel, Chris	59,349	Perkins, Susan	120,266
Ortman, Sharon	50,529	Pappas, Sam	72,018	Perras, Omer	55,131
Orzylowski, Miroslaw	76,274	Paquin, Joanne	56,429	Perrault, Shantel	70,538
Osborne, Tara	76,155	Paradis, Angela	91,361	Perrin, Jonathan	76,273
Osicki, Leonard	73,856	Paradis, Eileen	67,136	Perrin, Laura	53,162
Osiowy Hunter, Patricia	73,461	Parbery, Donna	64,117	Persaud, Lisa	64,085
Ostafie, Judith	58,897	Pare, Judy	82,910	Persaud, Parmanand	56,455
Ostafie, Neil	74,593	Parent, Darla	79,128	Persson, Barbara	75,602
Ostapowich, Karen	67,396	Park, Anne	50,786	Persson, Jamie	53,076
Ostapowich, Shannon	82,509	Park, Katherine	52,619	Pesquera, Grace	73,432
Ostrowka, Rhonda	65,865	Parker, Donna	50,714	Peters, Elfreda	54,321
Ott, Brigid	74,699	Parker, Jean	92,927	Peters, Wade	77,942
Otten, Laurele	51,339	Parley, James	66,509	Peterson, Kathy	60,283
Ottenbreit, Leslie	60,070	Parrell, Billy	83,243	Petrie, Maria	118,480
Ottenbreit, Tammy	75,909	Parrell, Denise	92,194	Petroff, Susan	73,956
Ottoson, Cheryl	96,538	Parsons, Lucia	82,503	Petruic, Sarah	62,992
Overend, Dawn	88,584	Partaik, Susan	92,543	Petrychyn, Margaret	96,088
Owen, James	65,605	Parvez, Naeem	436,568	Petryna, Vivian	84,261
Owen, Sherilea	78,373	Pascua, Milagros	56,101	Petryshen, Claudia	86,081
Owens, Katherine	94,535	Paseznak, Marion	162,987	Pettit, Terri	110,168
Owens, Sheila	60,576	Pasion, Ricarda	79,020	Pham, Huy	111,313
Ozga Bellamy, Linda	104,238	Paska, Rosalie	102,171	Phenix, Wendy	61,577
Ozga, Donald J	88,708	Paskey, Gail	72,772	Phillipo Hugel, Paula	82,013
Pachal, Laurelle	84,058	Paslawski, Judith	94,268	Phillips, Casey	100,305
Pachao, Karen	90,817	Pasloske, Ramona	65,185	Phillips, Joanne	109,261
Pacis Jr, Julian	54,095	Pass, Danielle	71,454	Phillips, Lee	50,314
Pacis, Sarah	96,409	Paterson, Dineen	82,681	Phillips, Scott	59,942
Pador Lee, Beverly	78,986	Patterson, Darcy	50,482	Phillips, Tracy	136,164
Padwal, Jaspal	63,332	Patterson, David	68,910	Pho, Joleen	64,169
Padwal, Ravinder	80,114	Paul, Steve	64,534	Piasta, Linda	59,247
Paetsch, Dale	63,032	Paulhus, Blake	54,617	Pichette, Savanna	58,824
Paez, Catherine	84,629	Paulhus, Gwen	88,755	Picot, Linda	58,034
Page, Karen	53,979	Paus, Carrie	93,437	Pierce, Christina	53,524
Paguirigan, Rica Aime	102,966	Payne, Murray	51,959	Pike, Fay	52,591
Paguyo, Purificat	51,392	Peagam, Linda	74,022	Pike, Greg	78,754
Paice, Amanda	93,393	Pearce, Brent	62,697	Pilon, Kerrie	61,937
Paice, Trudy	70,794	Pearson, Danielle	52,883	Pirlot, Christine	52,385
Palandri, Sandra	70,323	Peart, Cathy	80,165	Pitura, Susan	74,311
Palanica, John	62,308	Peberdy, Sabrina	58,053	Playter, Pamela	126,338
Palazzo, Lee Ann	56,169	Peddle, Bobbilynn	80,968	Plosz, Penny	89,595
Palazzo, Tony	61,383	Pederson, Erica	79,682	Poirier, Daniel	50,398
Palik, Debbie	50,923	Pegg, Nicole	55,331	Poitras, Jana	70,307
Palmer, Dianne	90,208	Pelat, Donna	66,832	Pollard, Sandra	69,647
Palmer, Karen	63,174	Pelechytik, Jan	64,932	Pollock, Bonnie	87,659
Palmero, Arnold	81,281	Pelletier, Colette	69,156	Pollock, Chris	72,537
Paluck, Elan	100,125	Pelletier, Kim	70,777	Pollock, Darlene	148,994
Pamintuan, Amanda	61,914	Pelzer Birtles, Andrea	65,071	Pollock, Nicole	69,496
Panchuk, Clayton	85,219	Pelzer, Kelly	60,506	Pollon, Albert	59,044

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Individual	Payment	Individual	Payment	Individual	Payment
Pon, Tin Yout	153,210	Racette, Andrew	98,721	Reiter, Andrea	55,486
Poncsak, Debbie	72,401	Racette, Joyce	89,459	Remoue, Marcy	72,861
Poole, Rebecca	56,584	Racette, Yvonne	70,489	Renauld, Lacy	96,391
Poole, Susan	88,397	Radbourne, Chantel	57,098	Rennie, Trisha	67,156
Popescu, Janet	79,171	Radons, Shelly	111,934	Renouf, Megan	83,663
Popick, Paula	72,180	Radutu, Cristiana	69,468	Renwick, Gilliane	54,153
Popowich, Glenda	98,025	Radutu, George	181,741	Renwick, Patricia	90,133
Porter, Marion	92,772	Rae, Justin	77,834	Repotente, Maria Fe	63,569
Portras, Donna	91,546	Rae, Michelle	76,274	Reschke, Eric	88,271
Potetz Moore, Leeann	78,838	Raedeke, Maria	61,467	Resler, Jane	88,050
Potter, Douglas	70,828	Ragadio, Rosario	243,541	Resurreccion, Althea	56,303
Potter, Gladys	71,042	Rainbow, Scott	74,839	Rettger, Kelly	97,154
Potter, Ron	84,900	Ramage, Cheryl	52,909	Retzer, Pamela	78,398
Potter, Vera	87,485	Ramos Faldas, Lalaine	63,835	Revelo, Jay Micha	53,743
Potts, Kris	78,286	Ramos, Katrina	97,833	Revenko, Scott	86,537
Powell, Maureen	64,236	Ramsay, Corrie	81,884	Revoy, Sheldon	71,185
Power, Kenda	90,513	Ramsay, Doug	70,201	Reyes, Billy Joh	75,721
Powers, Helen	56,473	Ramsay, Todd	77,543	Reynard, Beth	57,392
Powers, Marilyn	66,697	Ramsdell, Cathie	82,500	Reynolds, Lorraine	53,106
Praski, Nancy	90,906	Ranalli, Greg	54,613	Rhodes, Rod	55,885
Pratt, Melinda	101,873	Rante, Flordeliz	50,637	Riccetto, Anabella	83,409
Preikchat, Elton	62,480	Rapchalk, Jason	72,610	Ricci, Jacquelin	156,802
Prekaski, Colleen	93,602	Rapchalk, Kimberly	64,267	Ricci, Peter	100,147
Preston Deitner, Spencer	52,002	Raquedan, Jeanavie	106,691	Ricci, Stanley	69,727
Pretzlaw, Doreen	88,560	Rask, Colin	66,195	Rich, Kim	92,751
Prevost, Debbie	82,303	Rath, Lacey	59,245	Richards, Mardel	98,880
Priebe, Tanya	58,234	Rathwell, Dana	63,335	Richards, Melissa	75,446
Primavera, Janice	82,963	Rathy, Brent	108,368	Richardson, Coreen	74,888
Pritchard, Beverley	95,063	Ratz, Chalena	69,816	Richardson, Jayne	61,302
Pritchard, Ruth	52,049	Rauckman, Christina	90,681	Richardson, Nancy	61,341
Procyk, Yuleeann	69,914	Ray, Amanda	50,213	Richaud, Pamela	149,950
Prokopetz, Jason	72,471	Rayos, Racquel	127,826	Richenberger, Paul	59,280
Prokopetz, Michael	60,339	Reaburn, Ross	77,076	Richter, Deborah	75,665
Pronych, Edith	80,084	Reaume, Allana	94,118	Richter, Florence	86,707
Proudlove, Ann	85,301	Rector, Patricia	81,552	Richter, Ginger	88,578
Proulx, Sharon	84,638	Reddekop, David	55,796	Richter, Glenn	64,744
Pugh, Myrna	59,555	Reddekop, Patrick	73,788	Riemer, Joan	106,009
Pukas, Jaclyn	76,084	Reddekop, Vonda	60,899	Riley, Colleen	99,329
Purcell, Erin	79,219	Redenbach, Michael	156,555	Rinas, Shelly	51,561
Purdue, Ryan	84,688	Reece, Wanda	54,334	Rines, Andrea	65,034
Puszkar, Shaunalee	56,130	Reed, David	78,986	Ring, David	56,001
Pylatiuk, Jason	71,715	Reed, Jody	83,700	Rist, Amanda	69,360
Pyne, Elizabeth	62,800	Regehr, Marnie	70,659	Rist, Holly	72,089
Quero, Geste	63,814	Regehr, Ronald	89,169	Ritchie, Shanna	66,101
Quezon, Jerfelle	83,990	Regush, Tara	51,017	Ritmiller, Maryann	87,735
Quine, Allisson	68,631	Reichert, Raeleen	69,207	Ritson, Ann	61,712
Quine, Tamara	86,193	Reichert, Sherri	81,475	Rittwage, Catherine	101,817
Quiniones, Michelle	87,967	Reid Leimgardt, Lorna	64,821	Robbins, Phyllis	50,301
Quinlan, Colleen	102,491	Reid, Ingrid	82,506	Roberts, Brent	53,410
Qureshi, Tania	58,477	Reid, Joanne	87,363	Roberts, Garnet	79,984
Rabulan, Mary	92,737	Reid, Marilyn	66,576	Roberts, Susan	54,052
Racette, Andrea	53,797	Reimer, Betty	109,635	Robertson, Coralee	60,570

Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Robertson, Marlene	84,936	Rushton, Beverly	59,823	Sawatsky, Carlie	76,682
Robertson, Nicole	82,797	Rushton, Mitsy	88,588	Sawatsky, Chris	94,508
Robins, Lynnette	69,280	Rusk, Kimberly	123,628	Sawchuk, Dusten	57,724
Robinson, Angela	113,433	Russell, Danette	61,281	Sawyer, Valerie	82,785
Robinson, Beryl	60,833	Russell, Jennifer	66,335	Schaefer, Shelley	96,995
Robinson, Brenda	63,176	Russell, Robert	65,956	Schaeffer, Christine	80,267
Robinson, Tom	112,003	Russell, Theresa	99,326	Schalk, Yvonne	53,190
Robison, Brent	72,671	Rutten, Karen	84,559	Schantz, Sharon	72,162
Robson, Gwen	69,356	Ryan, Arla	66,109	Schatz, Lois	91,316
Robson, Janice	93,604	Ryan, Breanna	75,539	Scheibel, Michelle	81,172
Roch, Tayne	59,254	Ryan, Colleen	66,947	Scheidt, Coby	99,328
Rodger, Debbie	85,537	Ryan, Dianne	84,442	Schell, Eloise	99,146
Rodgers, Milissa	59,183	Ryan, Glen	81,853	Schellenberg, Deborah	96,029
Rodgers, Pamela	82,206	Ryan, Gloria	68,776	Scherbey, Terry	58,731
Rodil, Ruel	103,045	Ryan, Kelly	91,448	Scherle, Gennifer	54,311
Roesch, Erin	79,023	Ryan, Warren	55,710	Scheske, Jill	71,289
Rogers, Renee	75,821	Rybchuk, Ken	64,735	Scheuer, Gail	142,638
Rogerson, Heather	91,146	Rydzik, Louise	157,917	Schiazza, Guido	91,345
Rogina, Sandy	88,674	Rydzik, Lynne	59,973	Schick, Elizabeth	75,990
Rohrmann, Axel	94,617	Ryz, Denee	58,237	Schier, Rae	93,721
Rohs, Pamela	62,155	Sabo, Patricia	67,312	Schiller, Betty	69,075
Roland, Lisa	84,435	Sabr, Kaethe	66,771	Schiltz, Carol	54,267
Roman, Tito	52,388	Saczek, Krzysztof	358,739	Schiltz, Murray	52,453
Romaniuk, Natalie	81,230	Safi, Masoud	58,788	Schindel, Sherice	83,578
Romashenko, Cindy	53,842	Sagmit, Cherrlyn	94,610	Schindel, Taryn	66,838
Roque, Alexander	70,196	Saint, Sherry	112,389	Schlamp, Gwendolyn	61,698
Rorbeck, Barry	120,702	Sali, Janet	74,646	Schlamp, Michelle	74,522
Rorbeck, Darlene	102,500	Sali, Mona	80,475	Schmeling, Lenore	85,058
Rosbrook, Gloria	51,577	Samchyk, Tera Lee	56,901	Schmidt, Craig	101,680
Roske, Sheila	74,833	Samolesky, Diane	66,729	Schmidt, Deborah	54,846
Rosom, Cheryl	87,511	Samonte, Joel	141,070	Schmidt, Judy	55,624
Ross, Jacalyn	62,927	Samonte, Nolita	50,563	Schmidt, Julie	52,737
Rosseker, Gail	99,327	Sanden, Joel	70,203	Schmidt, Mary	86,161
Rostie, Darcy	58,966	Sanden, Tracy	72,840	Schmidt, Mary	89,271
Roszell, Patrick	61,859	Sandercock, Sandra	53,824	Schmidt, Rachelle	66,832
Rotariu, Lynn	66,906	Sanders, Carol Ann	69,361	Schmidt, Renee	81,997
Rotheisler, Melanie	79,318	Sanders, Donna	88,659	Schmidt, Shawna	86,571
Rotheisler, Stephanie	61,486	Sanderson, Robin	57,917	Schmidt, Susan	65,243
Rothwell, Mary	50,688	Sandin, Sherri	75,161	Schmidt, Traci Jo	66,309
Roulston, David	107,421	Sandor, Donna	114,524	Schmidtz, Barbara	59,091
Roulston, Shelley	71,229	Sanftleben, Laura	62,371	Schneider, Alma	66,834
Routledge, Joy	89,306	Sanopo, Maria C	91,777	Schneider, Doreen	62,043
Roy, Linda	51,548	Santiago, Karen	85,317	Schneider, Susan	51,981
Royal, Benjamin	51,643	Santos, Dulce	55,084	Schock, Brenda	59,105
Ruda, Lisa	93,545	Santos, Imelda	50,022	Schoenhofen, Brenda	115,275
Rudd, Delaney	75,509	Santos, Sheryl	57,364	Schoenrock, Coralee	60,406
Ruder, Sarah	81,369	Sanya, Lynn	121,441	Schoenroth, Johnathan	59,371
Rudolph, Courtney	55,456	Sapara, Maureen	57,332	Schoenroth, Melissa	65,650
Ruecker, Holly	73,277	Sarma, Debasish	60,031	Schoenroth, Susan	94,515
Ruecker, Margaret	71,891	Sarmiento, Louelle	70,989	Schoenthaler, Shelley	76,298
Rusaw, Lynda	53,369	Sarty, Cathy	60,657	Schopf, Jackie	60,530
Rushlow, Jodi	108,212	Savory, Robin	77,019	Schrader, Ceigee	81,699

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Individual	Payment	Individual	Payment	Individual	Payment
Schroeder, Cindy	80,469	Selzer, Sharon	91,817	Silzer, Kayla	58,189
Schroeder, Debbie	84,836	Semchuk, William	116,887	Silzer, Shanna	91,014
Schuba, Elizabeth	94,414	Semey, Patricia	71,067	Sim, Carey	96,715
Schuba, Robert C	84,612	Senft, Janell	61,403	Simard, Linda	119,263
Schuler, Sharon	66,832	Senga, Carrie	79,087	Simms, Rita	50,281
Schulhauser, Michael	69,525	Senga, Chad	72,447	Simon, Claudia	69,476
Schultes, Jeffrey	70,514	Senger, Christie	69,179	Simpson, Karly	73,035
Schultz, Beverley	66,715	Senhouse, Nathalie	106,834	Simpson, Marla	80,802
Schultz, Michelle	59,717	Seno, Rommel	486,574	Simpson, Therese	80,117
Schultz, Rhonda	52,100	Sentes, Jade	51,676	Sinclair, Bettyanne	82,712
Schultz, Victoria	56,788	Sentes, Tina	52,450	Sinclair, Heather	69,974
Schulz, Greg	97,753	Seon Mccallum, Charlene	99,229	Singer, Kateri	76,621
Schuster, Brenda	102,278	Serbu, Carol	57,544	Sinnett, Debbie	120,187
Schuster, Fawna	51,204	Serediak, Ernie	96,796	Sirois, Lisa	82,538
Schutz, Monica	85,395	Serle, Shelley	104,428	Sirup, Blair	86,015
Schwalm, Dwayne	79,531	Serrano, Adriana	62,446	Sisco, Nancy	64,855
Schwartz, Janice	64,400	Severson, David	75,223	Siver, Cathy	76,355
Schwartz, Robert	77,916	Severson, Kassandra	54,423	Sjodin, Arlen	60,956
Schweitzer, Jody	59,865	Shannon, Rhonda	60,012	Skaar, Gerard	65,774
Schwentke, Kathleen	88,508	Sharpe, Josephine	56,319	Skaf, Sheila	68,614
Schwickrath, Louise	53,591	Shaw, Terrence	63,625	Skiftun, Stacey	51,802
Scott, Carmen	62,217	Shay, Debbie	119,422	Skinner, Shannon	65,611
Scott, Marcia	99,384	Shenner, Robyn	62,300	Skomorowski, Linda	63,400
Scott, Maxine	141,644	Shepherd, Audrey	51,850	Skoretz, Christine	76,376
Scott, Michelle	74,870	Shevalier, Marcel	64,186	Skrabec, Catherine	65,661
Scott, Stefanie	70,314	Shevchuk, Debra	160,818	Skulsky, Barbara	138,661
Scoville, Jacquelyn	63,530	Shewchuk, Daryl	69,016	Skwark, Gail	85,569
Scraper, Kelly	73,408	Shiek, Angela	65,732	Skwark, Holly	107,703
Seaman, Crystal	78,252	Shields, Cathy	73,560	Slater, Bettyann	102,570
Sebastian, Liza	111,622	Shier, Marlene	90,924	Slater, James	122,092
Sebastian, Lydia	89,725	Shilling, Raylene	72,014	Slater, Nicole	87,988
Seib, Chad	61,061	Sholdra, Yuriy	63,069	Slimmon, Arlene	56,461
Seib, Heather	88,824	Short, Pat	86,637	Slingsby, Amy	58,605
Seibel, Jackie	74,327	Shreeves, Lora	81,904	Slinn, Jackie	87,734
Seidlikoski, Noelle	56,342	Shuflita Kurtz, Sheila	120,863	Slinn, Jeffrey	75,814
Seiferling, Joetta	100,524	Shymkiw, Joanne	72,275	Slivenski, Nicole	52,889
Seitz, Tammy	59,896	Sia Javier, Lynette	162,573	Sloboda, Celeste	64,816
Seivewright, Rosalie	52,993	Siao, Kristina	68,129	Slopinski, Dwayne	79,662
Selensky, Cindy	73,386	Sich, Colleen	101,254	Sluchenski, Charlotte	51,873
Selinger, Arlene	60,430	Sidebottom, Sarah	50,419	Slugoski, Yvonne	75,700
Selinger, Christine	83,175	Sideen, Tina	58,986	Sluser, Joy	75,841
Selinger, Darcie	50,623	Sidhu, Mohinder	78,373	Smeets, Donna	99,280
Selinger, Donna	89,123	Sieben, Lianne	85,826	Smeikle, Lenieve	99,574
Selinger, Elaine	65,273	Siebert, Egberta	50,461	Smelt, Brenda	73,509
Selinger, Janelle	62,255	Siever, Sean	94,743	Smetaniuk, Bronwyn	55,481
Selinger, Lorna	87,095	Sigmeth, Myra	53,591	Smith, Alexsis	71,045
Selinger, Michelle	65,428	Silbernagel, Trisha	71,107	Smith, Amy	70,408
Selinger, Norman	59,195	Siller, Marsha	60,794	Smith, Barbara	108,363
Selinger, Stephen	82,162	Silva, Caroline	74,878	Smith, Debbie	109,833
Sellers, Nancy	86,914	Silverson, Elsa	80,971	Smith, Emily	76,062
Sellinger, Cheryl	54,942	Silzer, Britany	63,396	Smith, Janelle	74,171
Sellinger, Douglas	113,798	Silzer, Joanne	81,470	Smith, Kerbie	57,328

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Individual	Payment
Smith, Margaret	53,488
Smith, Marilyn	76,526
Smith, Scott	86,649
Smith, Sherice	107,343
Smuk, Linda	63,433
Smulan, Carole	98,861
Smycniuk, Audrey	95,676
Smyth, Victoria	57,949
Snedker, Cyndy	60,933
Snell, Moni	107,371
Snell, Richard	86,015
Snook, Charlene	53,669
Snowdy, Heather	86,371
Snyder, Rae Lyn	63,539
Sockett, Ingrid	84,878
Softley, Laura	69,512
Sojwal, Anita	77,350
Solidarios, Glenn	93,743
Soloduk, Louella	92,214
Solonynko, Lori	58,065
Solypa, Cyndy	94,182
Sommer, Crystal	57,314
Sommer, Leland	76,278
Song, Wanchun	72,180
Sonntag, Maureen	64,735
Sopczak, Vince	62,950
Sorensen, Elizabeth	84,476
Sorensen, Nicole	52,309
Sorensen, Stacey	69,201
Sorensen, Thomas	96,036
Soria, Nonita	64,500
Soriano, Corazon	73,381
Sousa, Lydia	85,474
Soutar, Tania	51,684
Speers, Christie	119,528
Speiler, Krystal	55,751
Spelay, Debra	71,924
Spelay, Elizabeth	54,456
Spence, Rane	61,601
Spencer, Christine	55,187
Spencer, Debra	67,895
Spencer, Katherine	62,440
Spicer, Eva	116,128
Spilak, Cathi	87,789
Spitzner, Avery	53,497
Spooner, Jason	67,979
Spring, Colin	56,088
St. Onge, Lynn	84,456
Stabbler, Amy	66,314
Stabbler, Robin	77,933
Stadler, Angela	58,061
Stadnyk, Donna	58,663
Stadnyk, Jamie	61,181
Stadnyk, Robert	71,768
Stadnyk, Shelley	56,938
Stainbrook, Rhonda	78,691
Stalwick, Jennifer	53,804
Stamm, Shelley	89,671
Stang, Laurel	84,108
Stapleton, Tammy	76,140
Stasiak, Catherine	81,783
Stasiuk, Scott	54,494
Stauber, Noreen	68,692
Stefankiw, Paula	70,255
Steffensen, Kenneth	68,873
Stepaniuk, Diane	67,030
Stephanson, Randy	175,960
Stephens, Dave	80,896
Stephens, Wanda	74,125
Stephenson, Robert	81,931
Sterling, Darlene	80,522
Stettner, Laura	107,863
Stettner, Robin	65,282
Stevenson, Andrea	65,816
Stevenson, Megan	67,647
Stevenson, Vida	55,907
Stewart Gall, Carrie	72,564
Stewart, Cheryl	78,647
Stewart, Leona	57,994
Stewart, Linda	84,002
Stewart, Lisa	120,951
Stewart, Lois	57,049
Stewart, Pat	100,127
Stewart, Shawna	71,456
Stewart, Thomas	54,052
Stimpson, Valerie	89,312
Stirr, Fred	92,239
Stirr, Janice	75,898
Stocks, Ruth	53,433
Stolz, Celine	69,374
Stoppler, Helen	64,392
Storey, Katherine	78,210
Storozuk, Lynda	59,720
Storrey, Ashley	58,869
Stovra, Jacquelin	82,022
Strain, Lorraine	98,991
Strand, Leslie	129,899
Strass, Kristen	71,784
Strawford, Randy	55,559
Straza, Chelsey	71,167
Straza, Lori	92,804
Streifel, Larry	58,809
Streisel, Lori	57,168
Stremick, Elaine	59,371
Stricker, Barry	92,083
Stricker, Lori	80,613
Striha, Janelle	65,754
Stringer, Connie	100,394
Stringer, Suzanne	146,252
Stroh, Jillane	56,773
Strudwick, Amy	70,964
Stuber, Arlene	79,949
Stuber, Michael	60,966
Stueck, Colleen	93,816
Stulberg, Shelley	70,225
Stuttard, Kim	59,822
Styles, Christa	74,255
Sullivan, Linda	57,587
Sulymka, Mark	88,093
Sulz, Linda	117,336
Sum, Rebecca	58,841
Sumagaysay, Kathylyn	78,531
Sumakote, Evelyn	108,211
Sundin, Leslie	101,932
Surkan, John	82,962
Sutherland, William J	68,554
Swab, Elden	79,056
Swan, Louise	87,369
Swanson, Lisa	59,926
Sweatman, Elizabeth	110,119
Sweet, Tim	82,958
Swerid, Sheila	76,537
Swift, Laurie	72,046
Switzer, Jeanette	97,619
Sy, Janice	87,875
Szafron, Susan	54,379
Szakacs, Ronald	119,158
Szmutko, Diane	131,074
Szostak, Barbara	54,188
Tabler, Georgia	85,438
Tafesse, Fekade	68,036
Tait, Victoria	85,672
Tallon, William	54,303
Tameling, Krista	66,558
Tampus, Salud	60,860
Tan, Antonieta	53,767
Tan, Wenzzy	73,767
Tan, Yin Yin	57,713
Tangjerd, Angela	93,425
Tanzell, Darren	80,118
Tardif, Sandra	84,436
Tarr, Jonathan	76,541
Tarr, Rachel	65,601
Tayco, Ailyn	57,377
Tayco, Vilsilyn	68,625
Taylor Miller, Shannon	53,795

Payee List

Individual	Payment
Taylor, Camile	55,777
Taylor, Carla	61,535
Taylor, Janet	67,262
Taylor, Jennifer	105,252
Taylor, Martha	74,651
Taylor, Shelley	91,074
Taylor, Tami	91,483
Taylor, Tammy	71,785
Te Raa, Leah	73,141
Tejszerski, Judith M	70,211
Temple Jones, Jan	66,832
Temple, Heather	58,952
Temple, Krista	51,423
Tenoso, Judelene	78,553
Thain, Linda	106,443
Thauberger, Linda	53,554
Thauberger, Lorna	64,354
Thauberger, Veronica	91,706
Theriault, Lyle	63,274
Therrien, Kristen	72,785
Thibault, Loreli	85,103
Thiele, Marjorie	101,045
Thom, Jackie	52,803
Thomas Cullen, Lynwen	68,964
Thomas, Rhiannon	96,591
Thompson, Beverly	87,048
Thompson, Carolyn	65,080
Thompson, Deborah	58,811
Thompson, Lana	62,276
Thompson, Pam	81,935
Thompson, Paula	69,026
Thompson, Tammy	87,615
Thompson, Vicki	79,302
Thomson, Deborah	59,816
Thomson, Donna	63,377
Thomson, Janelle	53,080
Thomson, Meghan	77,188
Thornhill, Tasha	56,288
Thorp, Leah	87,761
Thurlow, Ronald G	71,605
Tiede, Bruno	117,337
Tiglao, Jerome	64,041
Tilley, Lana	85,959
Tillson, Rachel	84,814
Tinani, Naresh	84,216
Tippe, Cathy	118,721
Tirk, Candace	62,814
Tirk, Ronald	75,820
Titus, Agnes	128,108
Tkach, Michele	92,107
Tkatch Melle, Chrisinda	78,223
Tobil, Marie Ann	79,557
Todd, Karen	79,438
Todd, Lori	50,165
Todd, Roberta	73,273
Toews, Audrey	68,864
Tokarski, Annamarie	73,595
Tom, Jennifer	56,630
Tomik, Frank	50,058
Tomlin, Louise	58,743
Tomyk, Wendy	80,982
Tomyn, Connie	88,380
Tomyn, Lana	82,022
Toner, Beryl	96,289
Tonita, Wendy	99,327
Tonn, Dwight	98,335
Tooley, Jaime	75,800
Topal, Jodi	58,212
Toporowski, Randell	61,223
Toppings, Julie	91,455
Torbin, Ivanna	86,211
Torjusen, Mark	74,327
Tornberg, Kristy	73,635
Toro Hopkins, Debbie	50,626
Toth, Christina	69,696
Tourond, Lorna	87,149
Toye, Rebecca	92,034
Tracey, Sherri	75,877
Trafiak, Connie	51,851
Trail, Linda	66,787
Tran, Lynn	82,442
Treleaven, Denise	93,020
Treleaven, Shelly	146,422
Trelenberg, Ross	65,005
Trenton, Christine	82,318
Triffo, Amanda	88,236
Tripp, Darlene	54,425
Trotter, Joseph	85,718
Troy Hebert, Barbara	54,063
Trudelle, Paulette	60,101
Truman, Sharon	120,321
Truman, Stacy	83,169
Truscott, Trent	120,187
Tuazon, Maria	84,777
Tuchscherer, Laura Lee	103,735
Tuff, Eileen	88,812
Tuharsky, Ruby	53,108
Tumac, Alison	80,292
Tumack, Charlene	91,938
Tunstall, Andrea	91,603
Turgeon, Wendy	81,849
Turnbull, Dianne	86,356
Turner, Dale	83,458
Turner, Tina	52,936
Turton, Marie	73,022
Twardowski, Samantha	59,195
Tyler, Brenda	65,464
Tymchyshyn, Robert	86,335
Tyrer, Diane	74,198
Uhren, Linda	84,126
Uhrich, Donna	86,015
Uhryn, Korin	91,011
Ujano, Genie Ann	74,354
Uleryk, Agnes	58,789
Ulmer, Amanda	65,002
Ulmer, Michalene	81,977
Underhill, Wanda	50,149
Undseth, Kathy	82,427
Unick, Lesley	54,491
Unser, Debbie	66,126
Upshall, Donna L	83,935
Urbaniak, Patty	69,725
Urbiztondo, Arnel	65,529
Ursu, Dona	80,202
Ursulescu, Sandy	68,303
Usick, Len	65,014
Uy Tina, Tettet	90,839
Valcourt, Lindsey	56,031
Valenzuela, Sheryl	68,320
Valimaki, Anna	100,853
Vall, Teresa	87,012
Vallee, Colleen	79,524
Valley, Scott	71,265
Valmeo, Imelda	101,198
Van De Sype, Randy	50,841
Vanbuekenhout, Guy	93,751
Vancaeseele, Kim	87,066
Vandale, Joseph	57,888
Vandamme, Debra	57,381
Vandekamp, Andrea	52,269
Vandervelden, Lois	109,261
Vandesype, Jennifer	66,079
Vandevorst, Pamela	81,896
Vandevorst, Raymond	118,306
Vandrasco, Krista	64,776
Vanhove, Melinda	64,469
Vanluven, Dion	84,116
Vanparys, Bev	75,076
Vanstaden, Natalie	50,570
Vanvliet, Paulette	71,492
Varga, Devin	50,461
Varga, Kristin	60,401
Varga, Melissa	58,947
Vargas, Cecilia	58,086
Varin, D. Brian	61,180
Vasquez, Marevel	70,658

Payee List

Individual	Payment
Vass, Sandra	53,789
Vatamaniuck, Lisa	74,032
Vaughan, Maggie	58,131
Vaxvick, Annette	78,249
Vaxvick, Kevin	85,873
Vegunta, Krishna	72,070
Velasco, Maricar	88,277
Velecky, Cynthia	54,874
Velestuk, Debbie	90,644
Velonta, April	65,511
Venables, Natasha	60,869
Verstraete, Serena	69,344
Verville, Francoise	52,484
Verville, Lorraine	85,721
Vicente, Jobel	70,407
Vickers, Kim	77,785
Viergutz, Erin	56,100
Villafuerte, Jenniffer	50,513
Vinluan, Rolivette	106,100
Vipond, Raquel	53,300
Virtue, Alison	96,900
Vogel, Venessa	73,970
Vogt, Michele	115,182
Vollman, Arlyce	71,465
Vongkhaophet, Jennifer	52,079
Vongphit, Souvannar	50,613
Vorster, Amanda	75,526
Voss, Arletta	89,401
Voss, Kim	69,397
Voss, Linda	56,631
Vuksic, Christina	241,300
Wacker, Alexia	59,152
Wacker, Linda	99,384
Wade, Yvette	53,729
Wadsworth, Mary	60,688
Wagner, Myrna	117,442
Wagner, Rosemary	77,423
Walchuk, Kaye	61,100
Walczykowski, Hanna	84,888
Wald, Irene	81,792
Walker, Donna	107,133
Walker, Freda	98,114
Walker, Lucinda	58,201
Walker, Sharon	75,483
Walker, Sheryl	68,164
Wallace, Brenden	96,225
Wallman, Sharon	109,330
Walraven, Margaret	66,393
Walter, Douglas	50,080
Walter, Jacquelin	56,963
Walters, Valeria	98,514
Wan, Rex	66,561
Wanner, George	78,476
Ward, Erin	63,811
Warde, Gail	85,592
Wark, Judy	60,923
Warkentin, Joyce	68,870
Warren, Shannon	66,512
Wasylyshyn, Dave	94,066
Waterer, Elizabeth	83,884
Waters, Christina	70,407
Waters, Kim	78,069
Watkins, Michelle	88,902
Watsemwa, Nesita	65,527
Watson, Barb	95,655
Watson, Penny	85,378
Watson, Tamora	66,728
Watts, Brittney	73,986
Waugh, Barbara	54,319
Waugh, Lisa	58,532
Wawro, Susan	86,743
Way, Michelle	59,928
Webb Young, Geraldine	101,500
Weflen, Kerrie	70,156
Weimer, Laura	67,349
Weinberger, Annette	70,447
Weinmaster, Marilyn	82,099
Weir, Dawn	84,880
Weir, Jodie	68,568
Weir, Louise	108,218
Weisbeck, Erin	60,274
Weisbeck, Stacey	62,852
Weisbrod, Myrna	98,730
Weisbrodt, Gary	85,843
Weisbrodt, Shirley	61,108
Weisgarber, Maureen	101,508
Weisgerber, Karen	117,297
Weiss, Marjorie	51,776
Weisshaar, Andrea	51,410
Weisshaar, Glenys	89,230
Wekerle, Carla	89,448
Wekerle, Robert	85,167
Welch, Brianna	53,640
Welder, Colette	50,248
Welder, Erin	90,411
Wells, Christian	85,697
Wellsch, Erin	80,759
Welsh, Audra	58,451
Wendel, Jeff	64,808
Wentz, Maureen	88,324
Wentzell, Cindy	74,628
West Johnson, David	102,253
West, Dana	68,819
West, Erin	67,740
West, Fred	70,489
West, Kathleen	60,427
Westgard, Jennifer	59,480
Wharton, Tammy	92,799
Whelpton, Susan	82,495
White, Barbara	87,555
White, Donna	52,141
White, Gladys	65,002
White, Kelsie	83,211
Whiteman, Peter	89,227
Whiting, Celine	86,613
Whiting, Patricia	86,929
Whitley, Elizabeth	109,261
Whitrow, Rodney	81,346
Whitteker, Patricia	92,169
Whyte, Pamela	65,201
Wiebe, Margaret	87,266
Wiebe, Sharon	83,770
Wiest, Traci	84,586
Wig, Britta	53,596
Wihlidal, Benjamin	70,517
Wihlidal, Cara	79,726
Wilde, Edna	76,605
Wilde, Rita	87,501
Wiley, Maryann	62,229
Wiley, Robert	73,106
Wilkie, John	65,993
Wilkie, Linda	52,101
Wilkinson, Lana	63,894
Wilkinson, Lorna	89,859
Wilkinson, Wendy	55,101
Williams, Catherine	75,481
Williams, Gertrude	55,595
Williams, Jason	116,968
Williams, John	59,270
Williams, Linda	89,793
Williams, Marian	87,959
Williams, Patty	66,731
Williams, Timothy	75,929
Williams, Wendy	81,162
Williamson, Jacquelin	56,906
Willis, Janna	68,344
Willway, Verity	93,226
Wilmot, Jane	92,429
Wilms, Els	95,456
Wilson Schwabe, Sherri	59,532
Wilson, Beverly	75,551
Wilson, Donald	90,097
Wilson, Donna	77,453
Wilson, Jay	81,388
Wilson, Joyce	107,731
Wilson, Pamela	78,680

Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Wilson, Tracey	95,618	Workman, Lisa	67,354	Zamora, Ernesto B	95,873
Wilton, Suzanne	63,121	Wourms, Allan	58,647	Zareh, Krystal	61,705
Windsor, Gwen	68,198	Woycik, Kimberly	69,404	Zarusky, Wanda	84,406
Windsor, Kent	64,210	Woycik, Wyatt	74,573	Zawislak, Darlene	91,548
Winkel, Tanya	96,241	Wozniak, Laurie	85,492	Zazulak, Irene	70,018
Winnicki, Brenda	78,486	Wright, Elaine	68,105	Zdunich, Brenda	85,538
Wirsche, Kristen	52,609	Wright, Garth	143,149	Zech, Ken	50,070
Wirth Hudson, Jasmin	63,175	Wright, Jessica	66,208	Zelada, Lilyans	72,100
Wirth, Donna	88,995	Wright, Nicole	57,996	Zelinski, Joyce	91,206
Wirtz, Brenda	87,324	Wrobel, Lorna	93,989	Zelionka, Karla	55,732
Wise Klein, Daphne	53,050	Wyatt, Karen	55,601	Zemlak, Karen	56,683
Wisner, Connie	50,938	Wyatt, Laurie	50,256	Zenert, Alana	55,441
Wisniewski, Krysta	130,055	Wyatt, Marnelle	63,924	Zerff, Terry	54,841
Wiszniak, Debra	98,040	Yake, Bonnie	60,476	Zerr, Barbara	57,664
Witt, Raylene	86,294	Yambao, Jenny	99,054	Zerr, Mollyann	66,133
Wobben, Nicolaas	86,365	Yang, Tracey	69,785	Ziffle, Shannon	72,433
Woiken, Gwen	55,130	Yanga, Larrissa	71,052	Zigante, Nerina	87,364
Wolf, Deborah	50,895	Yates, Sheila	99,327	Zimmer, Karla	75,974
Wolf, Lee	81,614	Yeager, Lianne	50,327	Zimmer, Lenore	50,443
Wolfe, Lesley	67,330	Yee, Betty	86,015	Zimmer, Martine	84,621
Wolfe, Murray	114,076	Yee, Michelle	78,428	Zimmermann, Jill	75,009
Wolfe, Robert	66,151	Yee, Raymond	75,328	Zinger, Erwin	72,578
Wolfe, Shirley	69,754	Yeung, Teresa	51,323	Zinkhan, Linda	99,163
Wollbaum, David	72,159	Young, Bonnie	64,723	Zinn, Tammy	72,354
Wong, Elsie	105,535	Young, Dale	92,222	Zitta, Rosalia	97,504
Wong, Katty	71,493	Young, Neil	81,884	Znidaric, Laura	55,396
Wood, Audrey	73,049	Young, Nerissa	73,673	Zorn, Gail	84,034
Wood, Brea	80,269	Yung, Angela	54,159	Zorn, Megan	74,806
Wood, Melissa	65,837	Yurkiw, Brandie	66,943	Zuck, Adrienne	67,053
Wood, Sharon	104,293	Zacharias, Dellis	56,423	Zummack, Darlene	60,775
Woodroffe Brown, Ngaire	109,261	Zacharias, Holly	106,047	Zuniega, Katrina	59,978
Woodward, Michelle	68,937	Zaiser, Juanita	84,846	Zurburg, Lisa	64,949
Woolhether, William	54,393	Zamayla, Ronie	110,085	Zwack, Jeffrey	55,239

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment	Supplier	Payment
101027726 Sask Ltd. (c/o Hipperson Construction)	$426,472	Adam, Dr. Suleman	342,433
101050094 Sask Ltd. (c/o C.G.P. Services)	76,724	Adecco Employment Services Limited	87,296
101140166 Saskatchewan Ltd. (c/o Newwest Enterprise Property Group [Sask] Inc.)	96,652	Advanced Medical Technology	72,337
393032 Alberta Ltd. (c/o Tamarix Developments Inc.)	129,556	Advanced Response Vehicles Inc.	503,033
3M Canada Inc.	71,074	Advantage Medical Professional Corp.	473,589
Abbott	2,331,844	Agfa Healthcare Inc.	110,398
Abdulla, Dr. R. H.	105,928	Akinbiyi, Dr. A.	51,291
Access Communications	85,261	Alcon Canada Inc.	437,838
Accreditation Canada	96,907	All Sask Coffee Services Inc.	134,196
Acklands Grainger Inc.	232,883	Allergan Inc.	218,371
		American Medical Systems	235,558
		AMO Canada Company	946,172

Payee List

Supplier	Payment
AMT Vantage Group Inc.	543,847
Anderson House Inc.	83,645
Anexxa Medical Technologies Inc.	59,968
Anixter Canada Inc.	111,662
Apex Plumbing and Heating	90,022
Arch Transco Ltd.	185,158
Arjohuntleigh	691,549
Associated Asbestos Abatement Ltd.	64,238
Associated Health Systems	198,221
Automed Canada	74,819
B & R Holdings Inc.	89,291
Baker, Baker & Gayton	61,543
Baldwin, Dr. Joan	68,850
Balfour Moss	72,630
Bard Canada	562,030
Baxa Corporation	197,952
Baxter	2,570,035
Beckman Coulter Canada Inc.	698,639
Becton Dickinson	249,232
Bedard, Dr. Vanessa	60,278
Bella Lufu, Dr. Mbuyamba	356,240
Bhagaloo, Dr. Lanishen	95,820
Bhargava, Dr. R	54,062
Bio Rad Laboratories Canada Ltd.	446,999
Biomed Recovery & Disposal	552,412
Biomerieux Canada Inc.	603,164
Biomet	213,912
Biopacific Diagnostic Inc.	55,958
Bles Biochemicals Inc.	57,813
Blignaut, Dr. Lourens	68,452
Bomimed Inc.	494,859
Boston Scientific Corp.	1,787,830
Bowers Medical Supply Co.	148,894
Bracco Diagnostics	197,009
Braun, Gordon	52,970
Brenda R. Hildebrandt Law Office	116,475
Brunswick Filing Systems Inc.	61,335
BSN Medical Inc.	78,698
Bunzl Canada	1,017,575
CAA Travel Agency	168,937
Caltec Flooring Ltd.	61,204
Can Med Healthcare	1,093,241
Canada Bread	108,438
Canada Microsurgical Ltd.	245,954
Canadian Hospital Specialties Ltd.	89,125
Canadian Medical Protective Association	56,527
Canadian Union of Public Employees Local 3967	3,071,894
Capital District Health Authority	76,680
Carestream	234,561
CaridianBCT (Canada) Inc.	106,137
Carl Zeiss Canada Limited	92,410
Carsen Medical	190,987
Carson, Dr. G.	100,242

Supplier	Payment
CCR Construction Ltd.	395,376
Centennial Foodservice	305,342
Certified Plumbing & Heating	146,406
Chang, Dr. Paul	111,153
Chittronics	229,283
Christie Consulting Inc.	116,288
Christie Maintenance	64,174
Cisco Systems Capital Canada Co.	326,990
Citagenix Inc.	158,342
City of Regina	19,500,102
Cityview Properties	166,685
Clarion Medical Technologies	203,750
Clark Roofing	279,591
Coca-Cola Bottling Ltd.	118,896
College of American Pathologists	53,732
College of Medicine	91,646
Commercial Alcohols Inc.	91,476
Commissionaires Saskatchewan	177,354
Computrition Inc.	50,928
Conmed Linvatec	701,718
Convatec Canada	90,235
Cook (Canada) Inc.	1,366,089
Cormark Accommodations	93,537
Corporate Express Canada Inc.	1,176,914
Courtyard Group	561,370
Coutts Courier Company Ltd.	326,443
CPDN #3130827 Canada Inc. (a service provider to independent drug manufacturers)	4,503,440
Crane Supply	121,514
Crestline Coach	189,628
Croft Planning and Design	167,202
Crown Filing Systems	50,173
Custom Roofing Inc.	322,030
Custom Ultrasonics	63,101
Cytyc Canada Ltd.	221,206
Dafco Filtration Group	77,449
Damodharan Psychiatric Services P.C. Inc.	331,541
Dawsco Services Ltd.	149,836
De Lage Landen Financial Services Canada Inc.	54,705
De Lange, Dr. H.G.	254,253
Deb, Dr. Bakul Kanti	249,642
Denis Jones Medical Prof. Corp.	66,783
Depuy (Canada) Ltd.	344,913
Diasorin Inc.	96,011
Direct Integrated Transportation	83,454
DJ Orthotics	127,683
DLGL Ltd.	427,931
DMS Imaging Inc.	165,000
Do All Floors Ltd.	60,449
Domco Construction Inc.	191,227
Dominion Biologicals Ltd.	79,142
Dr. A. Van Der Merwe Medical Prof. Corp.	53,307
Dr. A.P. Meyer Medical Prof. Corp.	380,034

Payee List

Supplier	Payment
Dr. Allison Crichlow Medical Prof. Corp.	88,913
Dr. C. R. Houlie Medical Prof. Corp.	379,335
Dr. Charles W. Kowalski Medical Prof. Corp.	319,452
Dr. D. Korol Medical Prof. Corp.	333,623
Dr. D. T. Hunter Medical Prof. Corp.	95,616
Dr. Da Elene Van Der Merwe Medical Prof. Corp.	351,471
Dr. David Kopriva Medical Professional Corporation	64,654
Dr. DJ McCarville Vascular Surgeon Prof. Corp.	70,711
Dr. E Le Roux Medical Prof. Corporation	482,138
Dr. Edward Patterson Medical Prof. Corp.	483,496
Dr. Gavin Jones Medical Professional Corp.	504,868
Dr. Glenda Kaban Medical Prof. Corp.	180,805
Dr. Glenn Ollenberger Prof. Corp.	743,998
Dr. Hugo Van Rooyen Medical Prof. Corp.	319,367
Dr. J. G. Van Der Merwe Anesthesiology PG Inc.	84,566
Dr. J. Kuzmicz Medical Prof. Corp.	63,329
Dr. J. P. Rossouw Medical Prof. Corp.	361,220
Dr. J. Stewart McMillan Medical Prof. Corp.	107,758
Dr. J. Vlok Medical Prof. Corp.	67,316
Dr. Jane Arthur Medical Professional Corp.	394,908
Dr. Jeremy D. Fitzgerald Medical Prof. Corp.	155,504
Dr. Joanna Smith Medical Prof. Corp.	158,726
Dr. John Alport Medical Professional Corp.	135,777
Dr. Juri Van Staden Medical Prof. Corp.	293,847
Dr. Kathy J. Ferguson Medical Prof. Corp.	334,541
Dr. Kumaravel Pillay Medical Prof. Corp.	407,060
Dr. Lane Rathgeber Medical Prof. Corp.	268,816
Dr. Linda Emslie Medical Professional Corp.	371,528
Dr. Louis Huisamen Medical Prof. Corp.	96,150
Dr. Lucas Potgieter Medical Professional Corp.	208,292
Dr. Malcolm Leon Medical Prof. Corp.	194,807
Dr. Mark Cherry Medical Professional Corp.	104,735
Dr. Michael Lang Medical Professional Corp.	110,228
Dr. N. I. Gbinigie Medical Prof. Corp.	90,898
Dr. Nasimbanu Alibhai Medical Professional Corp.	95,766
Dr. Natarajan Medical Professional Corp.	442,887
Dr. Ole Rasmussen Medical Prof. Corp.	315,222
Dr. Patel Medical Professional Corp.	123,810
Dr. Paul Schwann Centre	97,940
Dr. Peti Medical Prof. Corp.	208,567
Dr. R. Cardoso MFM & G PC Inc.	56,028
Dr. R.E. Nesbitt Medical Prof. Corp.	247,163
Dr. Randall Radford Medical Prof. Corp.	345,404
Dr. Raul Garcia Medical Prof. Corp.	86,116
Dr. S. C. Bester Medical Prof. Corp.	96,041
Dr. S. C. Petryk Medical Prof. Corp.	202,095
Dr. S. Haque Medical Prof. Corp.	247,396
Dr. S. Vuksic Medical Prof. Corp.	94,309
Dr. T. Potgieter Medical Professional Corp.	246,774
Dr. Terrance A. Ross Medical Prof. Corp.	304,745
Dr. Thamilvaanan Medical Prof. Corp.	362,994
Dr. Timothy Rosser Medical Prof. Corp.	98,544
Dr. V.K. Patel Medical Prof. Corporation	391,621
Dr. Verna Scott Medical PC Inc.	667,333
Dr. Vijay Trivedi Medical Professional Corp.	744,543
Dr. Vuthamy Mano Ranjini Srinivasagam	163,602
Dr. Y. Abu Ghazaleh Medical Prof. Corp.	108,073
Draeger Medical	99,167
Ebsco	58,303
Eclipsys Corporation	197,534
Eclipsys Solutions Corp.	57,691
Ecolab Ltd.	122,245
Eden Textile	91,225
Edward C. Alport Medical Professional Corp.	122,551
Edwards Lifesciences (Canada) Inc.	435,249
Eecol Electric (Sask) Ltd.	196,548
Ehrlo Community Services	120,001
EPIC Information Solutions	598,242
Essalah, Dr. A.	224,385
EV3	116,183
Evolution Presentation Technologies	110,272
Falkenberg, Dr. Konnie	227,889
Farnorth Sales Association	326,567
First Databank Inc.	64,918
Fisher Scientific Ltd.	997,456
Five Hills Health Region	177,300
Flynn Roofing (Canada) Ltd.	822,160
Fraser Health	148,095
Fresenius Medical Care Canada	391,652
Futuremed Health Care	836,780
Gambro Renal Products	333,291
Gamma Dynacare Medical Lab	3,065,842
Ganshorn, Dr. K.	113,005
GE Healthcare Canada Inc.	1,440,885
Genpharm Inc.	60,000
Gerbrands Medical Prof. Corp.	263,625
Getinge Canada Limited	714,861
Ghaniabadi, Dr. D.	225,323
Ghumman, Dr. T.	101,428
Glaxosmithklein Inc.	215,248
Goojha, Dr. Ciaran	54,704
Graham Construction and Engineering Inc.	4,238,040
Grand & Toy Technology	89,409
Great West Life Assurance Co.	2,715,802
Harold, Dr. Brent	110,952
Harry J. Jedlic Architect Ltd.	91,647
Hay Group Limited	111,300
HDR Architecture Associates Inc.	55,756
Headcan	249,346
Health Sciences Association of Saskatchewan	671,285
Healthcare Insurance Reciprocal of Canada	578,397
Healthmark Ltd.	638,005
Hewlett Packard Canada Ltd.	134,362
Hill-Rom Canada Ltd.	116,061
Hipperson Construction	1,234,009
HIROC Management Limited	624,681

Payee List

Supplier	Payment
HJ Linnen Associates	304,212
Hollister Limited	93,648
Holmes, Dr. S.B.	166,469
Hologic Canada Limited	360,988
Hologic Limited Partnership	50,184
Honeywell Limited	89,909
Hospira Healthcare Corporation	4,600,217
Hospitality Network	55,798
Hospitals of Regina Foundation	125,000
Huisamen, Dr. Charles	176,551
Humboldt Electric Ltd.	1,395,947
HVDM Medical Prof. Corp.	393,147
IBM Canada Ltd.	358,543
Independent Choice Distribution	140,233
Independent Living Inc.	74,713
Innova Medical Ophthalmics Inc.	316,725
INO Therapeutics	101,514
Inter Medico	139,282
Inter V Medical Inc.	201,162
IPSCO Place	116,683
Ishaan Sundar Medical Prof. Corp.	516,707
Island Corporation	280,785
J. Burnett Consulting	84,693
Jac Cell Medic	56,789
Jayaprakash Medical Prof. Corp.	388,978
Jeffrey Betcher Medical Professional Corp.	115,731
Johan Delport Medical PC Inc.	333,584
John Tsang Medical Prof. Corp.	57,163
Johnson and Johnson	5,313,621
Jordan Asbestos Removal Ltd.	119,872
Jordan Velestuk Medical Prof. Corp.	241,755
Joy Dobson Medical Professional Corp.	62,331
Juggernath, Dr. Nivas	72,616
K.M. Burgess Agencies Ltd.	202,908
Kamencic, Dr. Huse	59,152
Karl Storz Endo	236,752
Kasipillai, Dr. G. A. L.	92,811
KCI Medical Canada	460,585
Keir Surgical Ltd.	78,703
Kone Inc.	179,771
KVA Dynamo Inc.	76,578
L & B Roofing Limited	118,036
Labtician Ophthalmics Inc.	64,647
Labuschagne Medical Prof. Corp.	670,632
Lac-Mac Limited	468,863
Lantheus MI Canada Inc.	122,971
Laursen, Dr. B.	95,816
Lavexco Inc.	190,133
Lefebvre, Allen R.	57,183
Leica Microsystems Canada	76,200
Lett, Dr. Ryan	115,605
Lifecell Canada	124,430
Linvatec Canada	311,646

Supplier	Payment
Lionel, Dr. Jesuraj	215,470
Lissel Scott Neville	199,985
Lock Shoppe	59,327
Login Brothers Canada	83,465
Loraas Disposal Service Ltd.	169,702
Lotz, Dr. Heloise	358,473
Lush Lawn Ltd.	74,418
M. F. Heroux Medical P.C. Inc.	284,989
Macpherson, Leslie and Tyerman LLP	442,396
Mang, Dr. Annabelle	89,856
Manrex Limited	132,116
Maquet-Dynamed Inc.	441,935
Marquardt Mechanical Ltd.	82,052
Marsh Canada Ltd.	504,803
Maslany, Dr. Jurgen	96,468
McAllister, Dr. O	71,464
McBain, Dr. Joelle	94,318
McKesson Canada	6,408,229
McKesson Information Solutions	239,390
McNair Business Development	65,304
MDS Nordion	101,149
Medic Access Inc.	79,925
Medichair Regina	207,775
Medico Supplies Inc.	140,647
Medi-Fax Canada Inc.	270,723
Med-I-Pant	204,789
Meditek	214,292
Medrad International Ltd.	92,494
Medtronic	8,954,440
Mehmood Anesthesiology Associates P.C. Inc.	83,149
Melcor Developments Ltd.	203,109
Mentor Medical Systems	88,594
Mercan Recruit Ltd.	226,065
Merck Frosst Canada Ltd.	264,889
Microage Computer Centres	1,074,479
Minister of Finance	2,065,288
Mollison, Dr. Heather	63,079
Moore Canada	110,218
Morguard Corporation	872,131
Motio Inc.	66,630
Nair, Dr. Ratheesh	58,979
Nalco Canada Inc. #C3124	84,371
Newton, Dr. M.P.	128,526
Norman, Dr. Carol	54,965
Novartis Pharmaceuticals Canada	777,033
Nuance	304,268
Ogrady, Dr. M.	122,529
OK Boiler Service	55,348
Olympus Canada Inc.	1,858,064
Omni Facility Services Canada Corp.	269,665
Onasanya, Dr. O.	58,479
One-Stop Vacuum Centre	79,795
Oracle Corp. Canada Inc.	288,463

Payee List

Supplier	Payment
Ortho Clinical Diagnostics Inc.	197,970
Orto Ped	197,923
Ossur Canada Inc.	172,899
Otto Bock Healthcare Canada Ltd.	115,367
P3 Architecture	306,061
Paladin Labs Inc.	57,344
Paradigm Consulting Group Inc.	445,627
Pattison MGM Architectural Services Ltd.	154,986
PC Place Ltd.	282,201
PCL Construction Management Inc.	17,396,040
Pebane, Dr. Bright	274,237
Pebane, Dr. Don	341,964
Pentax	553,925
Percy H. Davis	53,496
Peters, Catherine	68,372
Petro Canada	181,730
Pharmacy Computer Services Inc.	65,935
Philips Medical Systems Can	4,831,006
Phonak Canada Ltd.	288,538
Pierre Pepler Medical Prof. Corp.	477,404
Pieter Muller Medical Prof. Corp.	495,619
Pioneer Village Pharmacy	168,044
Pipestone Kin Abiiity Centre Inc.	200,370
Planetclean	73,282
PLS Sign & Graphic Industries	84,260
Pooler, Dr. Stephen	56,690
Prairie Distributors (Central) Inc.	126,090
Prairie Valley School Division 208	68,800
Prairiemobile Communications	60,319
Praxair Canada Inc.	194,098
Precise Temp Refrigeration Ltd.	53,152
Primed Canada Inc.	103,117
Provincial Electric Ltd.	198,988
Provincial Medical Supply	219,975
Public Employees Superannuation Plan	610,487
Quennell, Michael	72,441
R and D Paving and Landscaping	70,338
Radiology Associates of Regina Medical PC Inc.	13,599,932
Radiometer Canada	134,916
Rao, Dr. Jagadish	53,108
Raven Roofing Sask Ltd.	1,031,665
Receiver General For Canada	1,783,488
Reddi, Dr. K	347,678
Regina Medical Communications	50,888
Registered Psychiatric Nurses Assoc. of Saskatchewan	88,796
Reliable Heating & Cooling Ltd.	172,006
Revenue Canada	85,513
Rhonda Zwack Medical Prof. Corp.	60,579
Richardson Electronics Ltd.	209,870
Ritenburg & Associates	255,200
RK Holding Corp.	137,248
Robin Hughes Medical Professional Corp.	281,568
Robinson Vollman Inc.	67,669

Supplier	Payment
Roche Diagnostics	374,615
Rude, Darlene	77,745
Rudovich Medical Professional Corp.	435,087
Russell Food Equipment Ltd.	74,792
Ruthnum, Dr. L P	173,002
Ryan Consulting Services Inc.	154,347
SALPN	50,710
Salus Global Corporation	68,246
Sammons Preston Canada Inc.	65,251
Sanofi Pasteur Limited	121,193
Saputo Foods Ltd.	231,870
Sask Abilities Council	73,826
Sask Energy	3,666,072
Sask Power Corporation	5,731,940
Saskatchewan Association of Health Organizations	1,496,264
Saskatchewan Drug Information Service	81,795
Saskatchewan Healthcare Employees' Pension Plan	41,228,917
Saskatchewan Housing Corporation	534,232
Saskatchewan In Motion	100,000
Saskatchewan Registered Nurses Association	1,174,203
Saskatchewan Union of Nurses	2,525,127
Saskatchewan Union of Nurses Local 105	176,601
Saskatchewan Union of Nurses Local 106	362,960
Saskatoon Health Region	320,447
Sasktel CMR	3,030,838
Saskworks Venture Fund Inc.	557,874
SCC Soft Computer	366,741
Schaan Healthcare Products	6,110,411
Schoeman, Dr. S.	107,255
Seaman, Dr. Jennifer	64,231
Seibel, Dr. Deborah	63,473
Sepracor Pharmaceuticals Inc.	81,076
Shah, Dr. Inayat Ali	349,055
Shared Visions Inc.	88,713
Sharman, Dr. M.G.	90,230
Shepherd, Dr. D.	77,787
Shoppers Home Health Care	1,603,998
SIAST Wascana Institute	72,675
Siemens Canada Limited	263,870
Siemens Hearing Instruments Ltd.	355,617
Sigmacon Surgical Products	72,086
Site Management Services Inc.	95,760
Smith and Nephew Surgical	543,361
Smith, Dr. Sheila	219,647
Smiths Medical Canada Ltd.	724,774
Softchoice Corporation	708,052
Solo Consulting	89,012
Somagen Diagnostics	252,346
Sonosite Canada Inc.	70,576
Sorin Group Canada Inc.	577,609
Source Medical	7,921,799
Source Office Furnishings	387,372
Southmedic Incorporated	89,513

Payee List

Supplier	Payment
SPSS Inc.	101,903
St. Jude Medical Canada, Inc.	717,303
Stantec Architecture Ltd.	1,584,870
Stantec Consulting Ltd.	309,295
Starkey Labs - Canada Co.	186,395
Steris Canada Ltd.	162,233
Stryker Canada LP	3,225,142
Student Energy In Action For Regina Community Health Inc.	50,000
Success Office Systems	75,565
Sun Electric Ltd.	104,247
Sunil V. Khaladkar Medical Prof. Corp.	90,330
Superior Medical Ltd.	55,094
Supreme Office Products Ltd.	214,356
Surgical Products Specialties	68,672
Swart, Dr. P. J.	327,127
Synergy Physio Inc.	136,000
Synthes (Canada) Ltd.	701,902
Sysco	6,174,736
Taylor, Dr. Ron	174,561
Teleflex Medical LP	396,844
The Alport Family Trust	78,735
The Herjavec Group	72,876
The Liferned Group Inc.	164,661
The Stevens Company	1,167,138
Theo Le Roux Medical Prof. Corp.	104,058
Thomson Healthcare Inc.	57,634
Tiann F. A. O'Carroll Medical Prof. Corp.	328,892
Toshiba Business Solutions	573,212
Towers Ltd.	58,684
Trade West Equipment Ltd.	98,583
Troupe, Cheryl	57,247
Trudell Medical Marketing Limited	265,096
Tyco Healthcare Group Canada Inc.	3,820,953
Umuthi Medical PC Inc.	485,134
Unisource	369,346
University of Regina	102,230
University of Saskatchewan	119,301
Van Des Accessible Transit Inc.	130,633
Ventana Medical Systems	118,672
Verathon Inc.	67,840
Vereburn Supply Ltd.	86,999
VFA Canada Corporation	74,960
Vital Aire	449,418
Vorster, Dr. B.	425,659
VWR International	225,037
Warner Industries Ltd.	59,905
WBS Wholesale Bakery Specialties Ltd.	133,739
Wesclean Regina Sales	62,513
White Birch Medical Prof. Corp.	259,307
Widex Canada Ltd.	54,809
Williams Wildenboer Medical Prof. Corp.	258,113
Winnipeg Street Business Centre Ltd.	53,353
WL Gore & Associates Canada Inc.	146,085
Workers' Compensation Board	4,988,130
Yueng Chan A Medical Prof. Corp.	132,573
Zacharias, Dr. S.	77,085
Zcover Inc.	50,208
Zimmer	217,577

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

Recipient	Payment
615672 Saskatchewan Ltd. (Touchwood EMS)	$392,560
Aboriginal Family Service Centre	554,743
All Nations Healing Hospital	3,563,147
Autism Resource Centre	747,887
Backlin's Ambulance Service Ltd.	496,104
CBI Physical Rehabilitation Centre	173,733
Circle Project Assoc Inc.	406,523
Cupar & District Nursing Home Inc.	2,509,768
Cupar Lions Volunteer Ambulance	215,315
Downtown Physiotherapy Centre	170,075
Extendicare Elmview	3,990,393
Extendicare Parkside	10,816,154
Extendicare Sunset	6,833,496
Hope's Home Incorporated	436,100
Imperial & District Volunteer Ambulance	91,106
JT Ambulance Service Ltd.	335,045
Lumsden and District Heritage Home Inc.	2,015,444
Mental Health Association / Regina Branch Inc.	453,962
Mobile Crisis Services, Inc.	106,053
Phoenix Residential Society Inc.	1,167,687
Planned Parenthood Regina	181,996
Prairie Ambulance Care (1998) Ltd.	271,473
Rainbow Youth Centre Inc.	595,753
Raymore Health Centre Board	58,476
Red Cross	152,250
Regina Community Clinic	231,475
Regina Early Learning Center Inc.	531,877
Regina Open Door Society	237,052
Regina Palliative Care Inc.	1,005,040
Regina Recovery Homes Inc.	1,880,955
Regina Sports and Physiotherapy Clinic	170,025
Salvation Army Waterston Centre	252,510
Santa Maria Senior Citizen's Home Inc.	8,042,677
Soo Line Ambulance Association	170,801
Stepping Stones Childcare Co-operative	168,830
The Qu'Appelle Diocesan Housing Company	1,096,473
The Regina Lutheran Housing Corporation	4,747,589
The Salvation Army William Booth Special Care Home	6,747,521
Valley Ambulance Care Ltd.	390,318

Management Report

May 14, 2010

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The authority delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Resource Accountability Committee. The Resource Accountability Committee meets with the authority, management and the external auditors to discuss and review financial matters and recommends the financial statements to the authority for approval. The authority approves the annual report and, with the recommendation of the Resource Accountability Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Resource Accountability Committee. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.

Dwight Nelson
Chief Executive Officer

Randy Stephanson
Chief Financial Officer

Provincial Auditor Saskatchewan

1500 Chateau Tower
1920 Broad Street
Regina, Saskatchewan
S4P 3V2

SASKATCHEWAN

Phone: (306) 787-6398
Fax: (306) 787-6383
Web site: www.auditor.sk.ca
Internet E-mail: info@auditor.sk.ca

AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the statement of financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2010 and the statements of operations and changes in fund balances and cash flow for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
June 3, 2010

Brian Atkinson, FCA
Acting Provincial Auditor

Statement 1

STATEMENT OF FINANCIAL POSITION

As at March 31, 2010

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2010	Total 2009 (Note 17)
ASSETS					
CURRENT ASSETS					
Cash & short–term investments (Schedule 2)	$ 47,456,428	$ 21,239,826	$ 787,875	$ 69,484,129	$ 66,095,747
Accounts receivable					
Ministry of Health – General Revenue Fund	1,944,999	2,906,378	–	4,851,377	8,445,523
Other	15,241,186	3,295,262	38,975	18,575,423	17,543,872
Due to/from other funds	18,522	28,459	(46,981)	–	–
Inventory (Note 2(g))	5,304,456	–	–	5,304,456	4,083,011
Prepaid expenses	4,386,501	14,623	–	4,401,124	5,218,057
	74,352,092	27,484,548	779,869	102,616,509	101,386,210
Investments (Notes 2(j) & 15(c) & Schedule 2)	–	–	1,439,248	1,439,248	1,559,295
Due from local governments (Note 5)	–	61,314	–	61,314	65,164
Capital assets (Notes 2(e) and 3)	–	348,727,976	–	348,727,976	337,152,130
Total Assets	$ 74,352,092	$ 376,273,838	$ 2,219,117	$ 452,845,047	$ 440,162,799
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Accounts payable	$ 39,215,527	$ 1,935,191	$ –	$ 41,150,718	$ 40,007,085
Accrued salaries	38,314,201	–	–	38,314,201	16,607,076
Vacation payable	43,513,992	–	–	43,513,992	40,106,943
Long-term debt & mortgages – current (Note 5)	–	807,051	–	807,051	811,593
Deferred revenue (Note 6)	18,332,881	–	–	18,332,881	15,940,584
	139,376,601	2,742,242	–	142,118,843	113,473,281
Debentures (Note 7)	–	2,027,100	–	2,027,100	2,035,100
Long–term debt & mortgages (Note 5)	–	9,072,340	–	9,072,340	9,884,998
Total Liabilities	139,376,601	13,841,682	–	153,218,283	125,393,379
Fund Balances					
Invested in capital assets	–	336,821,485	–	336,821,485	324,420,438
Externally restricted (Note 2(c) & Schedule 3)	–	24,479,418	2,219,117	26,698,535	45,727,897
Internally restricted (Note 16 & Schedule 4)	1,126,140	1,131,253	–	2,257,393	4,713,672
Unrestricted	(66,150,649)	–	–	(66,150,649)	(60,092,587)
Total Fund Balances (Statement 2)	(65,024,509)	362,432,156	2,219,117	299,626,764	314,769,420
Total Liabilities and Fund Balances	$ 74,352,092	$ 376,273,838	$ 2,219,117	$ 452,845,047	$ 440,162,799

Commitments (Note 4)

Mortgages (Note 5)

Pension Plan (Note 12)

Asset Retirement Obligations (Note 4)

Approved by the Board of Directors:

Lloyd Boutilier
Chairperson, Regina Qu'Appelle Regional Health Authority

Jacqueline Carter
Vice Chairperson, Regina Qu'Appelle Regional Health Authority

The accompanying notes and schedules are part of these financial statements.

Statement 2

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2010

	Operating Fund			Restricted Funds			
	Budget 2010	2010	2009	Capital 2010	Community Trust 2010	Total 2010	Total 2009
	(Note 13)		(Note 17)				(Note 17)
REVENUES							
Ministry of Health – general	$ 708,001,803	$ 726,178,914	$ 667,532,879	$ 16,574,722	$ –	$ 16,574,722	$ 61,807,580
Other Provincial	12,611,873	18,453,701	11,692,954	1,988,269	–	1,988,269	460,972
Federal Government	8,600,940	8,009,940	9,106,445	–	–	–	–
Funding from Other Provinces	–	–	–	–	–	–	–
Special Funded Programs	4,637,038	5,006,953	4,673,304	–	–	–	–
Patient Fees	23,368,533	23,590,484	22,857,849	–	–	–	–
Out of Province (Reciprocal)	6,638,980	7,596,667	7,573,900	–	–	–	–
Out of Country	537,725	570,690	930,204	–	–	–	–
Donations	2,669	796,068	1,632,409	3,260,738	26,958	3,287,696	6,993,794
Investment	301,000	243,432	718,698	–	84,528	84,528	92,386
Ancillary	4,844,038	5,961,394	5,760,466	–	–	–	–
Recoveries	6,113,070	6,698,650	8,573,957	–	–	–	–
Unrealized Gain (Loss) – Financial Instruments	–	–	–	–	(9,024)	(9,024)	34,572
Other	8,093,418	8,675,196	10,512,747	241,288	–	241,288	1,979,669
Total Revenues	783,751,087	811,782,089	751,565,812	22,065,017	102,462	22,167,479	71,368,973
EXPENSES							
Province Wide Acute Care Services	57,616,811	60,288,424	54,828,437	4,165,000	–	4,165,000	4,414,045
Acute Care Services	365,792,743	388,801,475	356,324,592	18,268,864	22,992	18,291,856	13,726,394
Physician Compensation – Acute	56,412,495	53,050,498	50,994,050	–	–	–	–
Supportive Care Services	137,364,966	150,082,899	133,773,223	2,373,277	43,505	2,416,782	2,706,370
Home Based Service – Supportive Care	17,975,582	17,775,710	16,368,138	192,892	–	192,892	24,077
Population Health Services	20,188,340	20,558,966	18,428,734	48,115	–	48,115	47,269
Community Care Services	26,352,563	24,163,953	22,794,222	121,987	–	121,987	125,960
Home Based Services – Acute & Palliative	10,775,399	13,176,113	10,589,514	40,803	–	40,803	11,859
Primary Health Care Services	13,620,896	13,537,951	11,047,271	865,576	3,930	869,506	638,357
Emergency Response Services	12,591,383	12,567,246	12,079,896	748,321	–	748,321	495,525
Mental Health Services – Inpatient/Residential	10,215,068	11,282,272	9,973,648	377,230	–	377,230	196,111
Addictions Services – Residential	–	–	–	–	–	–	–
Physician Compensation – Community	6,680,471	5,606,943	5,667,120	–	–	–	–
Program Support Services	41,005,063	40,747,232	37,056,181	3,580,103	–	3,580,103	2,869,264
Special Funded Programs	5,072,401	4,851,848	4,589,638	–	–	–	–
Ancillary	1,354,401	1,282,883	1,203,864	465,216	–	465,216	299,867
Total Expenses (Schedule 1)	783,018,587	817,774,413	745,718,528	31,247,384	70,427	31,317,811	25,555,098
Excess (Deficiency) of revenue over expenses before the following items	$ 732,500	(5,992,324)	5,847,284	(9,182,367)	32,035	(9,150,332)	45,813,875
Transfer of Balcarres Trust Fund to Balcarres Integrated Care Centre Trust Committee		–	–	–	–	–	(79,835)
Excess (Deficiency) of revenue over expenses		(5,992,324)	5,847,284	(9,182,367)	32,035	(9,150,332)	45,734,040
Fund balances, beginning of year		(56,444,430)	(56,842,799)	368,956,891	2,256,959	371,213,850	320,030,895
Interfund transfers (Note 16)		(2,587,755)	(5,448,915)	2,657,632	(69,877)	2,587,755	5,448,915
Fund balances, end of year		$ (65,024,509)	$ (56,444,430)	$ 362,432,156	$ 2,219,117	$ 364,651,273	$ 371,213,850

Statement 3

STATEMENT OF CASH FLOW

For the year ended March 31, 2010

	Operating Fund		Restricted Funds			
	2010	2009 (Note 17)	Capital	Community Trust	Total 2010	Total 2009 (Note 17)
Cash provided by (used in):	Operating Activities		Financing and Investing Activities			
Excess (Deficiency) of revenues over expenses	$ (5,992,324)	$ 5,847,284	$ (9,182,367)	$ 32,035	$ (9,150,332)	$ 45,734,040
Net change in non-cash working capital (Note 8)	31,194,329	273,290	(409,467)	27,176	(382,291)	(1,853,175)
Amortization of capital assets	–	–	25,995,736	–	25,995,736	23,774,930
Investment income on long term investments	–	–	–	–	–	–
(Gain) loss on disposal of capital assets	–	–	(163,000)	–	(163,000)	(159,537)
	25,202,005	6,120,574	16,240,902	59,211	16,300,113	67,496,258
Purchase of capital assets						
Buildings/construction	–	–	(24,642,457)	–	(24,642,457)	(24,912,902)
Equipment	–	–	(13,477,831)	–	(13,477,831)	(22,275,570)
Proceeds on disposal of capital assets						
Buildings/construction	–	–	111,640	–	111,640	261,166
Equipment	–	–	600,065	–	600,065	223,158
Disposal (Purchase) of long-term investments	–	–	–	120,047	120,047	66,005
Disposal (Purchase) of debentures payable	–	–	(8,000)	–	(8,000)	8,000
Repayment of debt	–	–	(817,200)	–	(817,200)	(817,110)
	–	–	(38,233,783)	120,047	(38,113,736)	(47,447,253)
Net increase (decrease) in cash & short-term investments during the year	5,202,005	6,120,574	(21,992,881)	179,258	(21,813,623)	20,049,005
Cash & short-term investments, beginning of year	4,842,178	24,170,519	40,575,075	678,494	41,253,569	15,755,649
Interfund transfers (Note 16)	(2,587,755)	(5,448,915)	2,657,632	(69,877)	2,587,755	5,448,915
Cash & short-term investments, end of year (Schedule 2)	$ 47,456,428	$ 24,842,178	$ 21,239,826	$ 787,875	$ 22,027,701	$ 41,253,569

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2010

	Budget 2010	Actual 2010	Actual 2009
			(Note 17)
Operating			
Board costs	$ 192,586	$ 148,242	$ 117,305
Compensation - Benefits	83,373,175	86,133,387	73,417,731
Compensation - Salaries	418,827,518	449,540,111	405,341,985
Diagnostic imaging supplies	1,677,899	1,683,283	1,672,352
Drugs	13,215,596	13,642,084	12,312,002
Food	7,482,242	7,521,787	7,017,914
Grants to ambulance services	2,401,136	2,393,486	2,478,801
Grants to third parties	54,014,361	56,318,573	51,835,350
Housekeeping and laundry supplies	2,650,743	2,752,989	2,719,538
Information technology contracts	3,444,400	4,079,728	3,301,195
Insurance	1,732,910	1,761,427	1,551,742
Interest	286,299	200,051	251,275
Laboratory supplies	4,962,390	5,179,731	4,914,713
Medical and surgical supplies	38,117,824	40,129,889	37,019,174
Medical remuneration and benefits	62,713,886	58,569,852	56,488,538
Office supplies and other office costs	4,339,873	4,473,034	4,041,618
Other	17,638,378	12,023,947	13,365,928
Other referred out services	1,115,072	1,334,111	1,115,501
Professional fees	14,198,457	14,615,837	14,358,387
Prosthetics	17,314,437	19,602,059	17,586,196
Purchased services	151,169	558,648	1,197,597
Rent/lease costs	5,343,299	7,099,458	5,856,074
Repairs and maintenance	9,292,831	10,427,175	9,469,960
Service contracts	1,478,078	1,587,342	1,495,848
Travel	4,620,353	4,617,146	4,678,410
Utilities	12,433,675	11,381,036	12,113,394
	$ 783,018,587	$ 817,774,413	$ 745,718,528
Restricted			
Amortization		$ 25,995,736	$ 23,774,930
(Gain) loss on disposal of fixed assets		(163,000)	(159,537)
Mortgage interest expense		439,100	465,527
Other		5,045,975	1,474,178
		$ 31,317,811	$ 25,555,098

Schedule 2

SCHEDULE OF INVESTMENTS

As at March 31, 2010

	Amount	Maturity	Effective Rate
Restricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash	$ 14,522		
Bank of Montreal	21,239,826		
Manulife Bank	539		
Renaissance Money Market	2,621		
Renaissance Savings	30,374		
	21,287,882		
Investments			
Canada Housing Trust	$ 123,444	15-Mar-11	4.05%
CIBC	235,892	2-Sep-10	4.95%
ICICI Bank	20,126	13-Dec-10	4.87%
ICICI Bank	18,728	18-Aug-10	4.22%
ICICI Bank	16,183	11-Jun-10	1.75%
Montreal Trust Company	32,137	23-Sep-10	3.95%
Province of Ontario	293,309	19-May-10	4.00%
	739,819		
Long-Term			
B2B Trust	$ 94,376	30-Sep-13	2.95%
Canadian Imperial Bank of Commerce	10,825	23-Dec-11	4.15%
HSBC Bank Canada	60,144	30-Sep-14	3.25%
HSBC Bank Canada	68,344	18-Aug-11	4.20%
ICICI Bank	7,879	18-Aug-11	4.32%
ICICI Bank	204,788	23-Sep-11	4.30%
ICICI Bank	126,956	20-Aug-12	4.42%
Laurentian Bank of Canada	25,407	13-Jun-11	4.20%
Laurentian Bank of Canada	112,985	1-Oct-12	2.50%
National Bank of Canada	134,583	11-Jun-12	2.86%
National Bank of Canada	190,095	11-Jun-13	3.46%
National Trust Company	60,000	23-Sep-11	4.20%
Saskatchewan Savings Bonds	342,866	15-Jul-12	4.20%
	1,439,248		
Total Restricted Investments	**$ 23,466,949**		
Unrestricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash on Hand	$ 298,730		
Petty Cash	58,380		
Bank of Montreal	38,369,238		
Broadview Credit Union	260		
Canadian Imperial Bank of Commerce	37,556		
Cornerstone Credit Union	1,589		
Harris Bank	51,550		
Raymore Credit Union	53		
RBC Dominion Securities	20		
Royal Bank of Canada	6,925,548		
TD Canada Trust	204		
	45,743,128		
Investments			
Royal Bank	15,000	16-Aug-10	0.00%
BMO Capital	1,698,300	2-Jun-10	0.31%
	1,713,300		
Total Unrestricted Investments	**$ 47,456,428**		
Cash & short-term investments	$ 69,484,129		
Long-term investments	1,439,248		
Total Investments	**$ 70,923,377**		

Schedule 3

SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2010

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to investment in capital asset	Balance End of Year
Community Trust Fund						
Broadview Centennial Lodge	$ 266,098	$ 9,079	$ 3,530	$ 31,301	$ 7,407	$ 239,999
Broadview Union Hospital	178,225	4,660	3,879	12,513	–	174,251
Eastern Saskatchewan Pioneer Lodge	12,882	–	600	–	–	13,482
Golden Prairie Home	438,577	13,581	1,902	11,651	–	442,409
Grenfell Area	405,410	9,230	1,650	552	–	415,738
Home Care	4,546	–	–	–	–	4,546
Indian Head Hospital	16,154	272	2,148	–	–	18,574
Lakeside Home	7,776	–	265	–	–	8,041
Montmartre Health Centre	76,000	2,499	335	–	–	78,834
Moosomin Union Hospital	130,826	3,000	8,006	8,401	9,029	124,402
St. Joseph's Integrated Care Centre	153,679	11,524	–	–	53,441	111,762
Whitewood Health Centre	135,230	4,501	3,883	3,930	–	139,684
Wolseley Memorial Hospital	431,556	17,158	760	2,079	–	447,395
	$ 2,256,959	$ 75,504	$ 26,958	$ 70,427	$ 69,877	$ 2,219,117
Capital Fund						
Balcarres Integrated Care Centre	$ 17,329	$ 5,023	$ 9,356	$ 3,158	$ –	$ 28,550
Echo Lodge	28,537	2,086	5,203	1,223	5,356	29,247
Home Care	4,427	–	–	1,720	–	2,707
Hospitals of Regina Foundation	176,281	–	–	–	55,922	120,359
Silver Heights Special Care Home	16,162	–	10,863	2,137	6,282	18,606
St. Joseph's Care Centre	11,890	32,000	6,205	32,000	7,434	10,661
Wascana Rehab Centre	153,830	4,173	–	–	22,575	135,428
Saskatchewan Health Block Funding	121,392	–	–	–	166,850	(45,458)
Saskatchewan Health Building Systems	1,648,637	–	–	–	1,482,849	165,788
Saskatchewan Health Capital Construction	–	147	10,832,099	133,080	11,046,534	(347,368)
Saskatchewan Health Capital Equipment	11,845,138	20,246	5,512,322	473,771	10,354,190	6,549,745
Saskatchewan Health Dedicated IT Funding	1,450,000	–	–	411,386	861,979	176,635
Saskatchewan Health RIS/PAC	–	1,500,000	–	–	367,017	1,132,983
Saskatchewan Health Patient Streaming Renovations	3,200,000	–	–	–	3,705,617	(505,617)
Saskatchewan Health Project Hope	3,925,215	–	1,601,000	–	5,556,709	(30,494)
Saskatchewan Health EMS	–	–	1,074,500	–	6,975	1,067,525
Saskatchewan Health Lakeside Home	–	–	536,000	–	–	536,000
Saskatchewan Health VFA	24,654,752	(17,819)	–	3,917,073	615,171	20,104,689
Capital funded by future operating surpluses	(3,782,652)	502,055	429,558	1,101,301	718,228	(4,670,568)
	$ 43,470,938	$ 2,047,911	$ 20,017,106	$ 6,076,849	$ 34,979,688	$ 24,479,418
Total Externally Restricted Funds	$ 45,727,897	$ 2,123,415	$ 20,044,064	$ 6,147,276	$ 35,049,565	$ 26,698,535

Schedule 4

SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2010

	Balance Beginning of Year	Investment Income Allocation	Allocation from unrestricted fund	Transfer to unrestricted fund (expenses)	Transfer to investment in capital	Balance End of Year
CAPITAL						
SHC Replacement Reserves						
Balcarres Integrated Care Centre	$ 108,000	$ –	$ –	$ –	$ –	$ 108,000
Eastern Saskatchewan Pioneer Lodge	87,833	–	15,400	–	–	103,233
Echo Lodge	197,585	–	32,830	–	–	230,415
Golden Prairie Home	115,790	–	–	–	–	115,790
Silver Heights	77,500	–	–	–	–	77,500
Whitewood Community Health Centre	26,068	–	7,700	–	–	33,768
Regina Village Rentals	452,739	1,557	53,460	45,209	–	462,547
	$ 1,065,515	$ 1,557	$ 109,390	$ 45,209	$ –	$ 1,131,253
OPERATING						
Information Technology Systems	$ 1,302,623	$ –	$ –	$ –	$ 380,166	$ 922,457
Renovations & Construction	2,308,018	–	–	–	2,119,335	188,683
Capital Equipment	37,516	–	–	–	22,516	15,000
	$ 3,648,157	$ –	$ –	$ –	$ 2,522,017	$ 1,126,140
Total Internally Restricted Funds	$ 4,713,672	$ 1,557	$ 109,390	$ 45,209	$ 2,522,017	$ 2,257,393

Schedule 5

CONSOLIDATED SCHEDULES OF BOARD REMUNERATION

For the year ended March 31, 2010

	Retainer	Per Diem	Travel Time Expenses	Travel & Sustenance Expenses	Other Expenses	CPP	2010 Total	2009 Total
Boutilier, L. Chairperson	$ 9,960	$ 16,239	$ 2,006	$ 1,073	$ 4,361	$ 1,223	$ 34,862	$ 34,107
Barber, B.		3,900	1,200	925	2,465	68	8,558	1,997
Carter, J.	–	6,850	2,125	2,654	1,339	218	13,186	–
Bryant, C.	–	7,400	1,075	859	3,254	250	12,838	2,061
Dixon, L.	–	6,300	2,350	2,875	1,224	197	12,946	–
Elford, L.	–	7,300	313	371	574	209	8,767	7,736
Everett, M.	–	7,725	3,387	4,436	4,425	–	19,973	13,494
Hunter, B.	–	4,075	275	173	294	1	4,818	–
Quinlan, S.	–	7,250	1,350	936	3,735	250	13,521	1,923
Semenchuck, G.	–	3,050	75	77	328	–	3,530	1,975
Woidyla, P.	–	3,675	1,238	1,408	360	84	6,765	2,668
Term expired March 2009								
Bergman, A.	–	–	–	–	–	–	–	6,606
Connolley, P.	–	–	–	–	–	–	–	13,790
Fisher, T.	–	–	–	–	–	–	–	3,536
Leier, B.	–	–	–	–	–	–	–	3,677
Knuttila, M.	–	–	–	–	–	–	–	816
Taylor, A.	–	–	–	–	–	–	–	3,907
Ward, C.	–	–	–	–	–	–	–	7,666
	$ 9,960	$ 73,764	$ 15,394	$ 15,787	$ 22,359	$ 2,500	$ 139,764	$ 105,959

SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2010

	2010					2009		
	Salaries[14]	Benefits & Allowances[15]	Sub–total	Severance Amount	Total	Salaries, Benefits & Allowances[14,15]	Severance	Total
Dwight Nelson, President & CEO	$ 296,801	$ 9,120	$ 305,921	$ –	$ 305,921	$ 305,259	$ –	$ 305,259
David Ahmed, Vice President, Medical Services	–	–	–	–	–	1,621	–	1,621
Joy Dobson, Senior Medical Officer	151,207	4,266	155,473	–	155,473	184,458	–	184,458
Mike Higgins, Vice President, Human Resources	172,295	6,066	178,361	–	178,361	101,495	–	101,495
Valerie Hunko, Vice President, Rural, Restorative & Continuing Care	139,021	6,066	145,087	–	145,087	130,860	–	130,860
Carol Klassen, Vice President, Knowledge Mgmt & Strategic Development	172,592	6,066	178,658	–	178,658	173,612	–	173,612
Diane Larrivee, Vice President, Specialty Care	156,903	6,066	162,969	–	162,969	158,380	–	158,380
Brian Laursen, Senior Vice President, Medical Services	–		–	–	–	8,710	–	8,710
Susan Neville, Vice President, Clinical Support	156,903	6,066	162,969	–	162,969	158,380	–	158,380
Michael Redenbach, Vice President, Primary Health Care	156,555	6,066	162,621	–	162,621	149,411	–	149,411
Randy Stephanson, Vice President & Chief Financial Officer	175,960	6,066	182,026	–	182,026	168,428	–	168,428
Christina Vuksic, Senior Medical Officer	241,300	6,066	247,366	–	247,366	246,481	–	246,481
	$ 1,819,537	$ 61,914	$ 1,881,451	$ –	$ 1,881,451	$ 1,787,095	$ –	$ 1,787,095

[14] Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration.

[15] Benefits and allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes: professional development, education for personal interest, non–accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2010

1. LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under *The Income Tax Act* of Canada.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

a) Amalgamation of Organizations

The Act and regulations under The Act assign the Regina Qu'Appelle Regional Health Authority the responsibility to co-ordinate and deliver certain institutional and community based health services. To meet this responsibility Regina Pioneer Village Ltd. was amalgamated with the RHA during the 2009-10 fiscal year.

b) Health Care Organizations

i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre Inc.
Backlin's Ambulance Service Ltd.
City of Regina
Cosmopolitan Activity Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Hope's Home Inc.
Imperial & District Ambulance
JT Ambulance Service Ltd.
Living Sky Ambulance
Lumsden & Craven Seniors' Program Inc.
Mental Health Association / Regina Branch Inc.
Milestone Assisted Living Advisory Board
Mobile Crisis Services Inc.
Phoenix Residential Society Inc.
Planned Parenthood Regina
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre Inc.
Raymore Community Health and Social Centre
Red Cross
Regina Palliative Care Inc.
Regina Recovery Homes Inc.
Regina Community Clinic
Salvation Army Waterston Centre
Shared Vision Inc.
Soo Line Ambulance
Tisher Family Daycare
University of Regina
Valley Ambulance Care Ltd

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

ii) The following affiliates are incorporated as follows (and are registered charities under *The Income Tax Act*):

All Nations' Healing Hospital Inc.
Cupar and District Nursing Home Inc.
Lumsden & District Heritage Home Inc.
Santa Maria Senior Citizens Home Inc.
The Regina Lutheran Housing Corporation
The Salvation Army William Booth Special Care Home
The Qu'Appelle Diocesan Housing Company

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

iii) The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the *Non-Profit Corporations Act* and is a registered charity under *The Income Tax Act*.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

c) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health - General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of

the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

d) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

e) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	2% to 10%
Leasehold improvements	2.5% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

f) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

g) Inventory

Inventory consists of general stores, pharmacy, and linen. All inventories are held at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

h) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

i) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

j) Financial Instruments

The RHA has classified its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length transaction between knowledgeable and willing parties under no compulsion to act. Subsequent to initial recognition, held-for-trading instruments are recorded at fair value with changes in fair value recognized in income. Loans and receivables and other liabilities are subsequently recorded at amortized cost. The classifications of the RHA's significant financial instruments are as follows:

- Cash is classified as held-for-trading.
- Accounts receivable are classified as loans and receivables.
- Investments are classified as held-for-trading. Transaction costs related to held-for-trading financial assets are expensed as incurred.
- Short-term bank indebtedness is classified as held-for-trading.
- Accounts payable, accrued salaries and vacation payable are classified as other liabilities.
- Long-term debt is classified as other liabilities. The related debt premium or discount and issue costs are included in the carrying value of the long-term debt and are amortized into interest expense using the effective interest rate method.

As at March 31, 2010 (2009 – none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

The RHA is exposed to financial risks as a result of financial instruments. The primary risks the RHA may be exposed to are:

- Price risks which include: Currency risk - affected by changes in foreign exchange rates; Interest rate risk - affected by changes in market interest rates; and Market risk - affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument of the issuer or factors affecting all instruments traded in the market.
- Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.
- Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.
- Cash flow risk is the risk that future cash flows associated with a monetary financial instrument will fluctuate in amount.

The RHA has policies and procedures in place to mitigate these risks.

k) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3. CAPITAL ASSETS

	March 31, 2010			March 31, 2009
	Cost	Amortization	Net Book Value	Net Book Value
Land	$ 7,321,281	$ –	$ 7,321,281	$ 7,355,747
Land & Leasehold Improvements	7,187,544	5,344,996	1,842,548	1,562,652
Buildings	415,985,666	181,050,073	234,935,593	235,762,222
Equipment	274,570,827	200,225,914	74,344,913	75,237,365
Construction in progress	30,283,641	–	30,283,641	17,234,142
	$ 735,348,959	$ 386,620,983	$ 348,727,976	$ 337,152,128

4. COMMITMENTS

a) Capital Asset Acquisitions
At March 31, 2010, commitments for acquisitions of capital assets were $9,066,214 (2009 - $4,344,877).

b) Operating Leases
Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2010-11	$ 2,476,085
2011-12	1,663,786
2012-13	938,732
2013-14	431,764
2014-15	61,993

c) Asset Retirement Obligations
The RHA has no recorded liabilities for asset retirement obligations (2009 – $0).

d) Contracted Health Service Operators
The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA similar to those provided in the year ended March 31, 2010.

5. MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2010	2009
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	$17,221 principal & interest	$ –	$ 71,991	$ 83,068
Eastern Saskatchewan Pioneer Lodge					
CMHC Due October 2017	5.875%	$10,814 principal & interest	–	66,204	72,961
CMHC Due October 2024	8.000%	$10,131 principal & interest	–	87,725	90,819
Echo Lodge					
CMHC Due September 2012	5.520%	$59,166 principal & interest	21,089	532,701	561,915
CMHC Due January 2018	5.875%	$10,688 principal & interest	–	67,158	73,739
CMHC Due January 2023	7.500%	$3,243 principal & interest	–	26,839	28,050
Fort Qu'Appelle Regional Office					
Pacific & Western – Due Nov 2009				–	46,633
Golden Prairie Home					
CMHC Due December 2013	5.140%	$61,132 principal & interest	19,756	508,162	542,488
CMHC Due May 2024	7.625%	$18,687 principal & interest	–	162,705	168,923
Regina Pioneer Village					
CMHC Due June 2015	4.390%	$144,649 principal & interest	168,786	1,792,107	1,857,230
CMHC Due October 2015	4.170%	$152,895 principal & interest	176,651	1,706,924	1,787,420
CMHC Due December 2022	7.875%	$133,527 principal & interest	–	1,079,580	1,127,420
CMHC Due December 2017	5.750%	$103,160 principal & interest	–	645,468	709,949
Medical Office Building					
Bank of Montreal – demand loan	1.875%	$373,287 principal & interest	–	1,799,403	2,135,242
Silver Heights Special Care Home					
CMHC Due March 2013	5.380%	$49,785 principal & interest	66,180	571,108	589,951
Whitewood Community Health Centre					
CMHC Due December 2013	5.140%	$99,851 principal & interest	31,635	$ 761,316	$ 820,783
				$ 9,879,391	$ 10,696,591
		Less: Current portion		807,051	811,593
				$ 9,072,340	$ 9,884,998

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.